HUMAN DEVELOPMENT
A HOLISTIC PERSPECTIVE FOR DEVELOPING TRANSFORMATIOAL LEADERSHIP FROM WITHIN

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*H*UMAN *DEVELOPMENT: A GLOBAL CHALLENGE*
World Trade Center (WTC) episode in USA on September 11, 2001 leading to the death of several thousand human beings followed by December 13, 2001 episode inside the parliament of India raises several issues. There is no second opinion that such acts can't be justified by any civil society but it surely reflects that there is other side of the development process apart from economic ones which needs to be given due attention. Economic prosperity coupled with a mindset of destruction can be disastrous. If a person or a group of people decide to forget about their lives for a particular cause whether good or bad, then they are more likely to achieve the same. WTC tragedy and suicide attack in the premises of Indian Parliament House are examples of acts done by a group of people who had an extreme state of mind where a person is prepared to kill himself/herself for killing others. In doing so they are not even concerned about their own survival. A global commitment is emerging towards eliminating those who are currently not in a position to appreciate the existing world order and are trying to damage the same.

The war to eliminate terrorism has already started but we need to analyze properly for which certain questions need to be answered. What is the probability of any war being converted into a nuclear war? If there is a global nuclear war then what is likely to remain on this earth? Is war a permanent solution to the problem of terrorism? Is terrorism a function of polluted body or polluted mind? Are we killing only the culprit? Is it possible to change the mind of people? What should be done to achieve a state of mind that can never think of killing a fellow human being? Should one aspire for snatching/acquiring things or giving/sharing things? Is it wise to be self-reliant and be insulated from the rest of the world or be mutually dependent? Is it sustainable to have economic prosperity in one part and deprivation on the other? One should run for the endless race of acquiring more and more of material things or should dedicate for human salvation? These questions must be addressed to by the global civil society as by now the world has not only seen development in terms of agriculture, manufacturing, and service sector, but also in terms of biological and nuclear weapons. There is no guarantee that these weapons will never be used. Had this been very clear then all these nuclear weapons must have been destroyed by now. If we don't change the direction of development then we are likely to reach where we are headed. Hence there is a need to change directions of development. Sustainability of development with particular focus on human development must find central focus in all our decision making.

This is not the first time that human civilization would be changing the directions. No body can forget the stone age and the developments thereafter. Green revolution and importance attached to the agricultural sector prior to the industrial revolution seemed to be an end in itself once upon a time. The maximum contribution to the GDP (Gross Domestic Product) used to be from the agricultural sector. The industrial revolution in the 19th century was a turning point which brought about the automation in the manufacturing process putting the muscle power to the back seat and focussing mainly on production of goods. Agricultural sector dominance was taken over by the manufacturing sector and there was a time when the maximum contribution to the GDP came from the manufacturing sector. Large scale production seemed to be an end in itself which led to over capacity in many sectors. This led to a new shift from the suppliers market to buyers market. The customer satisfaction became the key to success. Even after all this the world has seen recession and slow down a number of times.

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The IT (Information Technology) revolution of the 20th century has brought radical changes in the working environment putting people as the most important capital. The maximum contribution to the GDP now is from the service sector putting manufacturing and agricultural sector on the back seat. There is a need to change direction for a new age which the author prefers to be called as 'Human Age.' Even as we witness the dawn of the human age we find that Human Capital is becoming the most sought after capital in this age. One of the indicator is the comparison between falling interest rates on the financial capital and rising premium on the intellectual property. World Bank has conducted an interesting research in this area which is shown in the box 1.

Box 1

The World Bank is experimenting with a new way of measuring national wealth. According to World Bank's assessment of 192 countries on average, physical capital accounts for 16% of total wealth, natural capital accounts for 20%, and human capital accounts for 64%. This is much against the general belief that physical capital is the most important productive wealth. The dominance of human capital is particularly marked in high income countries such as Germany, Japan, and Switzerland where it accounts for as much as 80% of human capital out of total capital (Human Development Report,1996).

It is evident from the box that the world has started realizing the importance of human capital. The power of human mind is evident from the success stories of various countries as mentioned in Box 1. It is the human factor which makes a difference in the given physical capital and natural resources. Despite being rich in terms of natural resources, many countries are still in the category of either under-developed or developing. The Human Development Index (HDI) of these countries is not worth mentioning. If we compare the journey of development of India and Japan since 1950s and the HDI of India and Japan today, we find a wide gap. The primary reason for the same is the human edge which Japan emphasized after facing nuclear attacks from the USA. India was in a much better state at that time but now Japan is much ahead of India in terms of human development. Hence, there is a need to realize the potential of the human mind and to give a proper direction for attaining sustainable human development. Box 2 given below provides some of the distinguishing features of the financial capital and the human capital.

Box 2

Item	Financial Capital	Human Capital
1. Ownership Rights	Generally passed on to the user (Loanee)	Remains with the person. (Slavery is banned)
2. Depreciation	Generally depreciates	Generally appreciates.
3. Risk of taking away	Subject to snatching & stealing	No fear of getting snatched
4. Security Requirements	High level security required against risk.	Naturally placed at a safe location in the human body.
5. Source	External	Basically internal.
6. Insolvency Risk	High risk	Remote possibility of loosing memory.
7. Implications of insolvency	Very difficult to start afresh after insolvency	Can start afresh.
8. Speed	Fast with latest electronic devices	Speed of thought is considered to be the fastest.
9. Effect	Multiplier effect	Multi-dimensional effect.
10. Creator	Human mind	Nature (The journey of discovery about the mysteries of nature is still on.)

The supremacy of the human capital over the financial capital is quite evident from the box 2. However, there is still no single model to measure human capital which is acceptable worldwide and much needs to be done in this area. The author has developed a model (Singh 1999a) and (Singh 2000b) and later Singh and Lavanya (2001) have developed a concept of Human Value Added and developed a software package with a team using the model by the author and the models developed by several other authors in the field of human resource accounting. Various authors (Hermanson 1964; Hekimian et. al. 1967; Likert 1967; Brummet, Flamholtz and Pyle 1968; Likert and Bowers 1968; Flamholtz 1971; Giles and Robinson 1972; Lev & Schwartz 1972; Flamholtz 1973; Morse 1973; Friedman and Lev 1974; Jaggi, Bikki and Lau 1974; Chakraborty 1976; Ogan 1976; Watson 1978; Dave 1987) have contributed towards the development of model base which has been used by the author for developing his model. More comprehensive measurement models incorporating not just physical capital, but also natural capital and human capital, along with the institutional capital necessary to organize and maintain the process of production/services would emerge in the 21st century. But, the distinction between developing human being as a resource to achieve certain ends and to use other resources to develop human beings need to be understood (Singh 1998a). The ultimate end of the civilized society should be sustainable human development through sustainable development.

HRD and Human Development

Human Resource Development (HRD) has grown fast both as a professional discipline and as an important management function in the modern large sized organizations. Even at the national level, governments are realizing importance of HRD, and the Government of India has shown the seriousness in attaching importance to HRD by creating a separate Ministry of HRD. HRD is a multi-dimensional concept which is still developing although man management is as old as human civilization.

In essence HRD treats humans as a resource which is instrumental in attaining organizational goals. The pivotal crux of the evolution of HRD is currently in the process of a radical change in terms of treating 'humans' as end rather than means to an end i.e., a resource. The basic change in focus has given birth to a new term 'Human Development' (HD).

Some people think that HRD and HD are basically the same thing, as both aim at development of human beings. The argument for such proposition is that the motives might be different but the outcomes would be the same. But there are many circumstances in which the different motives would result in different choices. The HD perspective would be concerned with all members of the society – highly productive, less productive, even non productive including the old, the infirm, the chronically sick and those with disabilities. With the decline of the joint family system, such people are often abandoned unless the State/NGOs come to their rescue. Thus the concept of HD is the vision of the 21st Century global society system which needs to be distinguished from HRD for global society system to sustain.

HRD treats human beings primarily as an input in the production process – a means rather than an end. Welfare approaches look at human beings as beneficiaries and not as agents of change in the development process. It puts people at the center of its concern. The term Human Development (HD) is more relevant in this context which focuses in a systems framework all issues in society – whether economic growth, trade, employment, political freedom or cultural values – from the perspective of people. It focuses on enlarging human choices which in principle are infinite and can change over time.

The three essential ingredients of the choices are that people should be enabled to (i) lead a long and healthy life, (ii) to acquire knowledge & wisdom, and (iii) to have access to the resources needed for a decent standard of living.

There are additional choices as well which range from political, economic, and social freedom to opportunities for being creative and productive, and enjoying personal self-respect and guaranteed human rights. In essence Human Development has two basic aspects:

a. The formation of human capabilities-improved health, knowledge, skills, and wisdom.

b. The use of acquired capabilities – for productive purposes, for leisure or for being active in cultural, social, and political affairs.

Both these aspects need to be balanced, otherwise it may lead to frustration among human beings.

The global challenge for the 21st Century is to move away from treating humans as means to a perspective in which they are valued as cherished end in themselves. With this perspective in view, we have to proceed to highlight the various dimensions of human development. The important dimensions of human development include (1) empowerment, (2) equity, (3) productivity, (4) security, and (5) sustainability. These dimensions have been briefly discussed here below:

Empowerment

Basic empowerment depends upon the expansion of people's capabilities – expansion that involves an enlargement of choices and thus an increase in freedom.

Development of people must involve them as active participants rather than make them a passive beneficiary. People must participate fully in the decisions and processes that shape their lives. Some of the examples of empowerment which would provide an insight are given below:

Empowerment is:

- ✍ A work team going into seclusion for three months to design a new generation of computer without a single visit from head office.

- ✍ A worker stopping production at the cost of thousands of pounds a minute because he or she has observed a defect.

- ✍ People with a common cause organising themselves into a self-help group in order to combat the problem.

- ✍ Having not just the right but the duty to appraise your boss.

- ✍ Having a vote on the future strategy of your workplace.

- ✍ Being judged on your individual qualities, not according to some racial, gender or educational stereotype.

- ✍ Having all the training and information necessary for a job or task.

Empowerment means every member of a society or organization being able to take control of their own destiny and realizing their potential to the full. It involves giving more power to those who, at present, have little control over what they do and little ability to influence the decision being made around them.

Human Behavior is the result of **power**, and power is the result of the interplay between individual consciousness and the forces and pressures of the external world. It is this relationship which is important in defining power. Power resides in every aspect of the web of forces, values and beliefs which determine human behavior.

The process of **empowering** can be defined as the reorientation of all these forces, values and beliefs so that they support and liberate the individual, rather than diminish their range of thought and action. The basic goals of empowerment are that all people should:

- ✍ understand and feel good about themselves

- ✍ relate to each other with empathy and respect

- ✍ give voluntary agreement to the rules and structures that govern their lives

- ✍ have sufficient resources (of knowledge, training, authority, time, tools, support, money, etc.) to be able to contribute all the value they can to their chosen roles.

Empowerment has basically two faces:

- ✍ Developing and enabling each individual to unlock his or her abilities and full potential

    ✍ Liberating all staff by giving them more autonomy over their actions (freedom to choose how and where they contribute).

It is clear from the above that liberating is a very important aspect of empowerment. The box 3 given below explains how liberated people can do wonders.

Box 3: Decision Making That Empowers

One of the smaller divisions of a large paper-processing company was scheduled to be closed in the not-too-distant future. The employees of the plant were informed by company headquarters that they could either move 400 miles to a similar operation or leave the company. At first the decision seemed to be a matter of individual choice, but as they met with their local management group they identified another option. They could decide as a group to negotiate purchase of the plant and save their jobs, although it would require them to invest much of their future salaries as start-up capital. The government was willing to help them create an employee stock ownership plan (ESOP), but the major risk, and thus the decision, was all theirs. They discussed and argued over every aspect of the decision until they reached consensus and decided to start their own company.

The empowerment they experienced from taking control of their own destiny produced an organization that, in both climate and performance, exceeded what they had achieved as part of the larger company. This group of sixty people had decided to take full responsibility for themselves, and their economic success was clearly the product of that decision. Their decision to stand together unified them, and their decision to be fully responsible empowered them.

Source: *Vogt, Judith E., & Kenneth L. Murrel (1997) Empowerment in Organizations: How to Spark Exceptional Performance, S. Chand & Co. Ltd., New Delhi.*

Equity
People must have access to equal opportunities and barriers to economic and political opportunities must be eliminated so that people can participate in, and benefit from, these opportunities.

Promoting equity may in some cases call for an unequal sharing of resources. For example, the sick or disabled may require more resources than others to support the same level of capability.

This should be the cherished goal of the development of the global society. But what is our present state of affairs in this regard is just the opposite (Box 4).

Box 4

The World has become more polarized, and the gulf between the poor and rich of the world has widened even further. Of the $23 trillion global GDP in 1993, $18 trillion is in the industrial countries – only $5 trillion in the developing countries, even though they have nearly 80% of the world's people. The poorest 20% of the world's people saw their share of global income decline from 2.3% to 1.4% in the past 30 years. Meanwhile, the share of the richest 20% rose from 70% to 85%. That doubled the ratio of the shares of the richest and the poorest – from 30:1 to 61:1. (Human Development Report 1996)

Productivity
Economic development is a subset of human development model and as such people must be enabled to increase their productivity and to participate fully in the process of income generation and remunerative employment. But there are lot of challenges in the dynamic and competitive world of today as has been highlighted in the Box 5.

Box 5: The New World Order of World-Class

Despite widespread efforts by automotive-component makers around the world to improve quality and productivity, the gap is widening between world-class performers and the rest of the pack. An extensive investigation into the manufacturing performance and management practices of 71 automotive-components plants in nine countries and spanning three first-tier automotive product categories-seats, exhausts, and brakes- reveals that only 13 plants have simultaneously achieved high productivity and high quality and therefore reached the pinnacle of world-class.

The Worldwide Manufacturing Competitiveness Study, The Second Lean Enterprise Report, conducted by Anderson Consulting, the University of Cambridge, and Cardiff Business School, found a 2:1 difference in performance between the world-class plants and the rest. This 2:1 advantage appeared over a wide range of measures including productivity, inventories, and schedule variation.

In quality, measured in the number of customer complaints in parts per million, Japan retains a 30% advantage over the US. Japan holds an even bigger advantage over France and Germany (4:1) and an overwhelming advantage over the UK and Italy (at least 8:1). Incoming defects in US plants average 6100 ppm versus 900ppm in Japanese plants. The internal defect rate (as a percentage of products failing at first inspection) in the US is 1.8% versus 0.7% in Japan, and customer complaints measured in parts per million in US plants is 263 versus 193 in Japan. Japan ranked first in all three key measures of quality – incoming defects, internal defects, and customer complaints.

Source: *Moskal, Brian S. (Oct.-Dec., 97) Benchmarking Quarterly, Vol. I No.4, p.3-4.*

Security

Security of livelihood is the most basic need, but people also want to be free from chronic threats, such as disease or repression, as well as from sudden and hurtful disruptions in their daily lives. Human development insists that everyone should enjoy a minimum level of security. Joblessness is a major source of insecurity, undercutting people's entitlement to income and other benefits.

Sustainability

Access to opportunities must be ensured not only for the present generations but for future generations as well. Sustainable human development meets the needs of the present generation without compromising the ability of future generations to meet their needs. It requires intra-generational and inter-generational equality of opportunities. (Singh 1995)

Development must enable all individuals irrespective of their caste, creed, sex, religion, or region to enlarge their capabilities to the fullest extent possible in all spheres of life. The paradigm of sustainable human development values human life for itself. It visualizes a world where all human beings can develop their potential capabilities, where the quality of life is respectable for everyone, where no one is denied of the basic needs. There are some wrong perceptions about sustainable development that it means the present level and pattern of development should be sustained for future generations as well. Instead sustainable human development puts people at the center of development and points out forcefully that the inequities of today are so great that to sustain the present form of development is to perpetuate similar inequities for future generations.

Box 6

There is no reason to accept the present way in which environment is taken for granted and is considered to be a free resource. The rich nations have taken the undue advantage of this by emitting most of the world's pollution. If the environment were correctly priced and tradable permits were issued to all nations (50 % on the basis of GDP and 50 % on the basis of population), the rich nations might have to transfer as much as 5 % of their combined GDP to the poor nations. The global balance of environmental use – and the distribution of present consumption patterns – would begin to shift in a more desirable direction. (Human Development Report, 1994)

Human Development Index

A composite index covering various dimensions of human development namely "Human Development Index (HDI)" can be used for studying the current state of human development.

Box 7 reveals that the HDI of the world is 0.746 as per HDR (Human Development Report (1996) which was quite impressive, but the HDR 2000 states that it has fallen to 0.712 which has improved a litle as per HDR 2001 to 0.716. The degree of inequalities among different nations regarding human development can be judged from a keen analysis of Box 7. The average does not truly reflect the regional disparities which are evident in the Box where Canada has the HDI of 0.936 now and SierraLeane with lowest HDI 0.258. India's rank was 135th with 0.436 HDI as per HDR, 1996 and it was in the category of low HDI countries, and now it has improved its position a little bit from 135 to 128 with 0.563 HDI as per HDR 2000 and further improved to rank 115 with 0.571 HDI as per HDR 2001. Even China which is the most populous country in the world was far ahead with 0.609 HDI and rank 108 as per HDR 1996 and rank 99 with 0.706 HDI as per HDR 2000 and now rank 87 with HDI 0.718 as per HDR 2001. India is still far behind on this front though it is claimed that India would become super power in 21st Century.

Box 7: Human Development Index Values

Region	HDI (HDR 1996)	HDI (HDR 2000)	HDI (HDI 2001)
World	0.746	0.712	0.716
High HDI Countries	0.901	0.908	0.914
Medium HDI Countries	0.647	0.673	0.684
Low HDI Countries	0.396	0.421	0.442
Canada	0.951	0.935	0.936
USA	0.940	0.929	0.934
Japan	0.938	0.924	0.928
China	0.609	0.706	0.718
India	0.436	0.563	0.571
SierraLeane (Lowest HDI)		0.252	0.258

Source: *Adapted from the Human Development Report, 1996, 2000, 2001.*

This inequality is not only between different countries, but even in the same country there are bound to be differences if the HDI is disaggregated on the basis of geographical region, gender, ethnic group, income class, etc.. For instance: *If white South Africa were a separate country, it would be among the highest ranking countries in the world. Black South Africa would rank number 128. (HDR, 1996)*

This indicates that despite significant achievements, much needs to done at each level for all the facets of HD to attain the goal of human development at the global level. Further there are challenges of sustainable human development at the organizational level and at the individual level.

Organization Efforts to Retain and Develop Human Capital: An Empirical Study

The author conducted a research study on employees of various public and private sector organizations covering 125 respondents from organizations scattered over 26 cities from 12 states covering all regions of India. (Singh 1996)

Thirty statements were asked from the respondents. The respondents were asked to tick mark the appropriate number ranging from 1 to 5 on a five point scale, viz.,

1. Strongly agree

2. Moderately agree

3. Agree

4. Moderately disagree

5. Strongly disagree

The organization incurs various costs on human resource during his/her working tenure in the organization and even assures an employee of being looked after retirement in the form of retirement benefits. The questions analyse the intentions of incurring such costs on human beings which are summarized in Box 8. It contains the summary of chi-square and scale index values of thirty statements numbering 1.1 to 1.30.

It is important to note that no chi-square value is significant in Box 8 which means the perceptions of the respondents of different sectors does not differ significantly.

1. The respondents have a fairly strong perception (scale index 1.912) that the organization at the time of acquiring human resources intends to acquire those who are likely to remain in the organization for a longer period of time (Statement 1.1).

2. Statement 1.2 shows that there is a favorable opinion (scale index 2.496) on the statement that the organization intends to deploy human resources in such a way that it is possible to retain maximum possible human resource hired.

3. The organization intends to retain existing human resource having positive human resource value upto the age of retirement is the strong view of the respondents which is evident from the scale index of 1.8 shown in Box 8.

It is clear from Box 8 that the organization intends to retain human capital and tries to prove it by suitable actions required for the same. But the same is perceived and appreciated by the people working in the organization is a different question. The study also analyzed the satisfaction level of the respondents with respect to the organizational efforts in the form of compensation and other benefits given to the human beings. The author found the satisfaction level of these respondents. The combined scale index of 3.3 reflected that the satisfaction level of the respondents taking various facets is quite low but 3.3 can not be interpreted as dis-satisfied. It is important to note that no chi-square value is significant that means the perceptions of the respondents of different sectors (Public Sector Manufacturing Co., Private Sector Manufacturing Co., Public Sector Service Co., Private Sector Service Co.) does not differ significantly. But such a low satisfaction level is not a good sign because satisfaction level of the human resource has a direct impact on the preference of the individual to remain in an organization. It means that if the individual is dis-satisfied then he/she would prefer to leave that organization at the earliest possible opportunity and if the individual is satisfied then he/she would prefer to continue in the same organization for a long period of time. Further the level of satisfaction has an impact on the motivation level which affects the performance of an individual on the job. This means that if an individual is working in the organization with low satisfaction level than his/her performance will be adversely affected.

The respondents include highly paid executives as well but still the low satisfaction level proves that satisfaction is independent of the material wealth that an organization can give to an individual. Thus it can be concluded that satisfaction lies in the mind of a person or is dependent upon the values of a person. Satisfied humanity is the ultimate objective of HD.

There are evidences given by research studies conducted in India that values contribute towards human development. Chakraborty (1987) opines that values such as **Karma, Sanskaras, Gunas, Karma-Yoga of Bhagvad Gita** would promote quality of work life, ethical managerial behavior and provide better motivational basis for Indian executives.

Box 8: Summary Table Showing Intention to Retain and Develop Human Capital

T. No.	Particulars of Questions Asked	Chi-Square	Scale Index
1	Intention of retention while acquiring HR	6.871983	1.912
2	Intends to retain while deploying HR	13.13879	2.496
3	Intends to retain positive value HR	9.201515	1.808
4	Intends to retain HR by development of HR	4.853937	2.32
5	Intends to retain HR by Hi-Tech. Updation	2.791153	2.6
6	Organisation develops HR to be cost effective	2.441077	2.528
7	Updation Training for cost efficiency	5.917076	2.896
8	Intends to retain HR by providing House	12.14643	2.448
9	Intends to retain HR by Transport facility	10.29025	2.88
10	Intends to retain HR by Medical facility	3.946158	2.744
11	Intends to retain by providing LTC facility	11.97193	2.736
12	Intends to retain HR by Pollution Control	4.606307	3.344
13	Intends to retain HR by safety measure	8.875167	3.392
14	Intends to retain HR by Canteen facility	18.52051	3.216
15	Intends to retain HR by recreation facility	18.24624	3.456
16	Intends to retain HR by developing township	10.79067	2.368
17	Housing to HR for ensuring availability	4.636074	2.68
18	Transport facility to HR for punctuality	11.61753	2.704
19	Medical facility for optimum utilization of HR	4.688218	2.784
20	LTC keeps HR fresh for Hard work	6.474221	2.784
21	Pollution control to ensure HR health	8.638861	2.888
22	Safety measures to avoid trouble in the Org.	7.062834	2.704
23	Recreation facility to keep HR fit	6.776124	2.608
24	Canteen to keep HR inside during Lunch	6.469651	3.288
25	Bound to develop township in remote areas	4.814186	2.376
26	Intends to retain HR by retirement benefits	6.221861	2.072
27	Pre-mature retirement not meant for useful HR	11.45633	2.128
28	HR sticks in an Org. where satisfied	1.597222	2.232
29	HR prefers to retire from good Organization	3.599164	1.888
30	Retirement benefits to satisfy law	4.599099	3.488
	Total of Scale Index		**79.768**
	Combined Scale Index		**2.658933**

Note: *1. Table given above represents data for 125 respondents.*
2. No significant value of Chi-square in the above Table.

Chakraborty (1983) suggested that purity of mind and self-transcendence (**Moksha**) would enhance quality of decision making in the organizations.

England and Lee (1974) have examined the relationship between personal values and managerial success in the US, Japan, India, and Australia and despite country differences in the relationship between values and success, the findings across the four countries were similar.

There are various other studies (Hussain 1993) as well which prove the basic philosophy that certain values enhance the quality of work life, etc., thereby providing satisfaction among the human beings which is the ultimate aim of HD.

It is evident from the above that intentions of the policy makers at the macro level towards human development is one aspect of the story and the intrinsic satisfaction of human beings is the other which may be independent of the external world. The value system that a person carries plays an important role in deciding about the destiny of that individual and the people and organizations around. The people must get the liberty to decide about their own destiny which is the biggest challenge. The author believes that if we develop leadership from within then we can achieve the purpose of human development.

Challenge of Developing Leadership from Within

The author believes that human development can take place only if transformational leaders (Singh 2000a, Singh 1998b) are developed in the global village with a holistic perspective where the urge for development comes from within. The present paper tries to provide a holistic approach which is sustainable in nature. Most of the people define leadership as the process of influencing others but I believe that the first step is to discover the self and then think of leading others. Hence leadership starts from within and everyone has the potential to become a leader.

> *Everyone thinks of changing the world,*
> *but no one thinks of changing himself*

Leo Tolstoy

Despite so much of knowledge, the world is experiencing economic and psychological depression. More and more companies are becoming sick and bankrupt every day. The current HRD practices mainly focus on the upper portion of the figure 1 i.e., HRD managers are basically engaged in training and developing required skills in the human resource so as to enable them to become knowledge worker in this information age. We need to change directions of development from only working to achieve knowledge and efficiency to achieve wisdom leading towards effectiveness. The author believes that managing transformation (Singh 1998) developing transformational leaders and focussing on human capital are the keys to success.
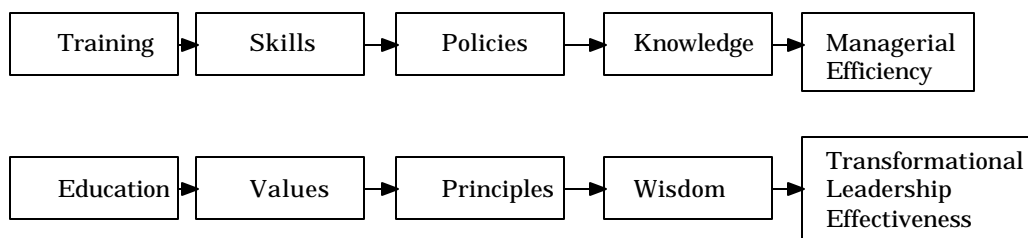
Training → Skills → Policies → Knowledge → Managerial Efficiency

Education → Values → Principles → Wisdom → Transformational Leadership Effectiveness

Figure 1

Leadership is actually creating a better and stronger yourself. If you carry an attitude of excellence, your goal will be to do your best in any task. One must know about one self only then he/she can become a leader from within that is really sustainable. Box 9 given below highlights the important point of distinctions between the leader from without and within.

Box 9

	Leader from Without	**Leader from Within**
1.	Says one thing, does another	Walks the talk
2.	Leads through fear and control	Leads with trust and by example
3.	Sees separate interests	Sees shared interests
4.	Tries to hold on to power	Shares power; empowers others
5.	Wants things done his/her way	Encourages personal initiative
6.	Tells others what to do	Invites ideas and feedback
7.	Sets unrealistic deadlines	Sets reasonable deadlines
8.	Is externally motivated - by money, power, & fame	Is internally motivated - by values and principles
9.	Is driven by fear and pressure	Seeks satisfaction, well-being
10.	Disregards/puts down feelings	Sees caring/feelings as essential

Source: *Bender, Peter Urs (1997) Leadership from Within, Macmillan India Ltd., Delhi. p.21.*

Let us now understand in detail the important facets of leadership from within

Steps of Leadership from Within

There are several steps and the first and foremost is to discover the self i.e., the journey of transformation starts from within and only then one can aspire for transforming others. (Singh 1999b)

Discovery of Self

We have, by now, learned so many things that have been told by others (parents, teachers, friends, et. al.) and the process is still on. Every day we learn a lot of things taught by others which dominate our behavior. We follow the lessons blindly without using our own wisdom. In order to discover the self, one has to start with a clean slate forgetting everything that has been told by others i.e., freedom from what has been told by others that form part of your knowledge base. (Krishnamurti 1997)

Freedom from the Known

Generally people have preconceived notions which is the biggest hurdle in discovering the self. To understand ourselves needs no authority either of yesterday or of a thousand years. To be free of all authority, of your own and that of another, is to die to everything of yesterday, so that your mind is always fresh, always young, innocent, full of vigor and passion. It is only in that state that one learns and observes. And for this a great deal of awareness is required, actual awareness of what is going on inside yourself, without correcting it or telling it what it should or should not be, because the moment you correct it you have established another authority, a censor. Forget all you know about yourself; forget all you have ever thought about yourself; start as if you know nothing.

Learning About Ourselves

If you think it is important to know about yourself only because I or someone else has told you it is important than probably you may not succeed. But if you agree that it is vital that we understand ourselves completely, then you have to be your own teacher and your own disciple. You have to question everything that man has accepted as valuable, as necessary.

Understanding is not an intellectual process. Acquiring knowledge about yourself and learning about yourself are two different things, for the knowledge you accumulate about yourself is always of the past and a mind that is burdened with the past is a sorrowful mind. Learning about yourself is not like learning a language or a technology or a science – then you have to accumulate and remember; it would be absurd to

begin all over again – but in the psychological field learning about yourself is always in the present and knowledge is always in the past, and as most of us live in the past and are satisfied with the past, knowledge becomes extraordinarily important to us. That is why we worship the erudite, the clever, and the cunning. But if you are learning all the time, learning every minute, learning by watching and listening, learning by seeing and doing, then you will find learning is a constant movement without the past.

To understand anything you must live with it, you must observe it, you must know all its content, its nature, its structure, its movements. Have you ever tried living with yourself? If so, you will begin to see that yourself is not a static state, it is a fresh living thing. And to live with a living thing your mind must also be alive. And it cannot be alive if it is caught in opinions, judgments and values.

In order to observe the movement of your own mind and heart, of your whole being, you must have a free mind.

Consciousness – The Totality of Life – Awareness
Consciousness is the total field in which thought functions and relationships exist. If you are able to be aware of the totality, then you are functioning all the time with your total attention, not partial attention. Attention is not the same thing as concentration. Concentration is exclusion; attention, which is total awareness, excludes nothing. You will discover yourself that the only way to look at yourself is in totality; and you can see the totality of yourself only when the mind is not fragmented. What you see in totality is the truth.

Once a person is able to discover the self, the real truth, and purpose of life, then 'KARMA YOGA' would automatically follow.

KARMA YOGA
The word KARMA is derived from the Sanskrit 'KRI' which means 'to do' that is all action is KARMA. It is yoga of moral endeavor, self-less work (NISHKAM - KARMA). NISHKAM-KARMA (detached involvement) as against the ruling credo of SAKAM KARMA (selfish, greed-driven, attached involvement), is the original phrase for egoless work. NISHKAM-KARMA or egoless work is a thoroughly 'inside-out', and therefore freedom-yielding route, as opposed to the SAKAM-KARMA or 'outside-in' enslaving path. NISHKAM-KARMA is inspiration, SAKAM-KARMA is motivation. Box 10 given below shows the contrasting features of NISHKAM-KARMA and SAKAM-KARMA.

Box 10

	SAKAM-KARMA	NISHKAM-KARMA
1.	Psychological burnout.	Psychological energy conservation.
2.	Reactionfull, erratic action.	Reactionless, steady action.
3.	Aim is Success.	Perfection is the Aim.
4.	Dependence on Praise	Inner Autonomy.
5.	Bondage (PARADHEEN)	Freedom (SWAADHEEN)
6.	Socio-economically questionable.	Socio-economically appropriate.
7.	Reward based commitment.	Work-commitment.
8.	Competitive rivalry for excellence.	Work-as-worship for excellence.
9.	Job-enrichment.	Mind-enrichment.
10.	Leads to VIYOGA (alienation) from the transcendent/higher self.	Leads to YOGA with the transcendent/ higher self.

Source: *S.K. Chakraborty (1995) Ethics in Management: Vedantic Perspectives Delhi, Oxford University Press.*

The empowerment and attunement flowing from the last-mentioned (Box 10) superordinate union through NISHKAM-KARMA is truly original, holistic and effective. Internal commitment helps in achieving this aim where as external commitment takes a person away from it. Box 11 describes the distinguishing features of external and internal commitment.

Box 11

	External Commitment	Internal Commitment
1.	Tasks are defined by others.	Individuals define tasks.
2.	The behaviour required to perform task is defined by others.	Individuals define the behaviour required to perform tasks.
3.	Performance goals are defined by management.	Management and individuals jointly define performance goals that are challenging for the individual.
4.	The importance of the goal is defined by others.	Individuals define the importance of the goal.

Source: *Argyris, Chris (1998) Empowerment: The Emperor's New Clothes, Harvard Business Review, May-June, p.98-105.*

Vision, Courage, Will Power, and Initiative

Vision is a mental picture of the future. An idea of what is possible but has not yet happened. Vision can be of the following types:

Probable Future
What we can expect to happen if we continue as we are now.

Desired Future
What we would most like to have happen.

Catastrophic Future
What could happen if things get worse or something really bad occurs.

Courage is the most admired human virtue in all societies – to be a man means to be courageous. The most important act of courage for a leader is to make decisions. No action can start unless a decision is made. To make a decision means being accountable for success or failure, that is why a large number of people procrastinate. A leader needs both physical courage and moral courage. Drucker (1982) advises that :

"Courage rather than analysis dictates the truly important rules for identifying priorities. Pick the future as against the past focus on opportunities, rather than on problems; choose your own direction rather than climb the band-wagon, and aim high. Aim that will make a difference rather than something safe and easy to do."

Aiming high means raising the vision above 'what is good for me' to an ideal which will benefit many. Finally, the most potent source of courage – both physical and moral lies in the ancient Indian truth that 'ATMA' (soul) does not die – indeed, it is eternal and indestructible. This makes a man 'NIRBHAYA' (fearless) and those who put in the necessary effort to experience this truth become 'ABHAYA' (fearless) meaning one who knows no fear at all. To experience this one needs to have the will power.

Will Power to persist is a quality present in all outstanding leaders. Sai Baba (1993) says

"Will power is the king of all faculties – it is the source of all other faculties".

A good leader must have the will power (determination, perseverance, tenacity or whatever) to persist

inspite of set-backs and difficulties that may come across. There is a very thin line of difference between will power and obstinacy. Obstinacy is usually the product of vanity or egotism or sheer ignorance. Obstinacy should not be mistaken for will power. When the source of will power is our conscience – the inner voice – it helps the leader to persist on the right cours. However, when the source is one's egotism, then it invariably ends up in obstinacy. Slim (1957) says,

"There is always the danger that determination becomes plain obstinacy; flexibility mere vacillation. If you can hold in yourself the balance between these two – strength of will and flexibility of mind – you will be well on the road to being leader in a big way."

Basically, it is initiative which prompts a leader when to change his method with sacrificing the goal. Hence initiative is also the virtue that is universal in all outstanding leaders.

Initiative makes a person dynamic by making him a self starter. An effective leader is always two jumps ahead of events. He does so by intelligent anticipation, based on sound information system to overcome difficulties and obstacles that crop up. He is also on the look-out for openings and opportunities to exploit for the furtherance of his task. On the contrary, a person without initiative hangs around waiting for things to happen. The one with initiative makes things happen.

All the above-mentioned things are very important for a leader but a leader without a good team of followers is of no use. Hence the vision must be shared with every one involved in the process and the leader should be able to trust them for the purpose of empowering them.

Trust People and Empower Them

Basic empowerment depends upon the expansion of people's capabilities – expansion that involves an enlargement of choices and thus an increase in freedom.

Development of people must involve them as active participants rather than make them a passive beneficiary. People must participate fully in the decisions and processes that shape their lives. Some of the examples of empowerment have already been dealt with in the earlier part of the paper. Box 12 tells about the experiences of the author with the practice of empowerment in an organization which has been created mainly with human capital. That means organizations can be developed if we have the right kind of focus towards the human capital and treat them as an end rather than as a means to achieve certain ends.

Measuring Progress and Understanding Success

(Singh 1999b) Life is not bed of roses. It is not necessary that we reach our goals instantaneously. Success may take many weeks, months, years, or decades to achieve, if at all it comes. Hence it becomes pertinent to know that we are progressing in the desired direction or not. Progress is the advancement made towards the goal. The change or difference between where you started and where you are at this moment. Results are the outcomes of your attitudes and action. The benefit of one's efforts is the result. Success is about reaching your destination – and enjoying the trip.

It is important to measure both "hard" results (numbers, rupees) and "soft" results (morale, spirit, satisfaction, and delight). Assessing results is essential in all areas of life. To be healthy and successful, we need feedback from our :

- ✍ body　　　　　– on our physical health
- ✍ feelings　　　– about our mental/emotional fitness
- ✍ relationships　– on how well we are communicating and treating each other
- ✍ organisations　– on how they are running, and whether they are creating results and fulfillment.
- ✍ nature　　　　– about whether it is clean and healthy, and whether our activities are sustainable.

Not everything that can be counted counts,
and not everything that counts can be counted.

Albert Einstein

Box 12: Empowerment in SHTR, DSPSR, and SCG

Society for Human Transformation and Research (SHTR) is a registered society of which the author is the Founder President of the Governing Body. SHTR is basically a NGO (Non Government Organization) promoted by people having teaching and reseaerch background without much of the financial capital. The initial capital was around Rs.20000/- in the form of Life membership fees in 1998. In the year 1999, SHTR achieved a major breakthrough of getting affiliation for opening a college – Delhi School of Professional Studies and Research (DSPSR) from the new University (then known as Indraprastha University) created by the Government of NCT of Delhi, later renamed as Guru Gobind Singh Indraprastha University (GGSIPU). The President was empowered by the Governing Body to form his own team to make SHTR a successful organisation. From the initial five member team at the operation level, SHTR has grown to 30+ team in less than two years having diversified portfolio with an average age of around 25 years. The average contribution in the revenue per member has grown from Rs.80,000/- in the year 1999-2000 to appx. Rs.2,00,000/- per member in the 2001-2002 and is likely to break even. DSPSR enjoys the best business school reputation amongst the BBA Institutes affiliated to GGSIP University, Delhi.

One of the member of the team approached the President-GB in January 2000 with a willingness to diversify into consulting. This was within two months from the date of starting the classes of the first batch i.e., Nov. 15, 1999, of BBA (Hons.). The empowered team then did the wonder of organizing an international conference in which experts from 11 countries participated apart from launching an International blind peer reviewed bi-annual research based Journal – Delhi Business Review. Since then, it has become a tradition to organize international conference every year and DBR is also being published regularly. The President himself was having the realisation of the empowerment that he enjoyed from the Governing Body of SHTR, decided to act as a facilitator in the process of empowerment. The result was the birth of SHTR Consulting Group (SCG) which now has a very impressive and enviable track record of providing consulting in the areas of management, quality management systems (ISO 9001: 2000), information technology, et. al. Many world class software products have also been developed by SCG and some of them are in the process of getting patented. Both SHTR and SCG have strategic alliances with many multinational corporations and have proved to be success stories in a very short span of time.

All the things can't be measured but they are still part of success i.e., happiness, friendship, time to enjoy life, quality of air, lakes, rivers, etc. These are all very vital for humanity and by not giving them required value we commit mistake. To maximize progress – personally and collectively – we need an "integrated" bottom line combining all the four major parts of our lives :

- ✍ economic
- ✍ environmental
- ✍ social
- ✍ personal/health

Success is very difficult to define as it is very personal and subjective in nature. Some define it as achieving a goal whereas others see success as enjoying the journey. The measuring scale depends upon the results you seek. Chopra (1995) says that humans have always sought "freedom" and it can be described on four levels:

1st level :   The ability of "do what I want, when I want".

2nd level :   The ability to fulfill our desires; material, emotional, mental, and spiritual.

3rd level :   The ability to escape from our past conditioning (where we react to/are triggered by people and circumstances).

4th level :   The ability of make spontaneously correct choices, spontaneous right action. Choices that lead to growth, evolution, and fulfillment for ourselves and others.

Chopra's levels are also a good way to describe the shift from the leader-from-without to leader-from-within.

I believe success comes from personal fulfilment and feeling good about what one does. "Doing the right thing", as Peter F. Drucker puts it. Being positive, creative, life-affirming. Adding to others' lives instead of taking away from them. These are some of the values that bring fulfillment; however, each one of us needs to discover one's own.

> *It's one thing to succeed. It's another thing*
> *to really be fulfilled. I think that if you have success*
> *and you don't have fulfillment, you really have failure.*

Tony Robbins

Conclusion

Sustainability of development with particular focus on human development must find central focus in all our decision making. War or cut throat competition are not sustainable in nature. The fundamental truth that economic development is for mankind is lost and there is a mad race for achieving economic goals at any cost. A stage comes in the life of some people when they feel that they have enough of wealth but not the satisfaction and peace of mind. This paper provides a new vision by combining the traditional wisdom with modernity, and provides direction at all the levels i.e., global, organizational, and individual.

At the global level HD which treats humans as ends rather than a resource should be given due importance by both the developed and the developing world. At the organizational level an environment should be created where human values get the prime importance to provide satisfaction among the human beings which is the ultimate objective of human development. This can be achieved only when the society and organizations in general and individuals in particular decide to transform knowledge workers into wisdom workers and transformational leaders for which purity of mind is the most essential pre-condition. Leadership from within values human life for itself taking into account the holistic perspective. Any leadership styles can't be sustainable unless it takes all the aspects of human existence.

The author visualizes a world where all human beings can develop their potential capabilities, where the quality of life is respectable for everyone, where no one is denied of the basic needs, and everyone enjoys the sense of fulfillment. Leadership from within is the only way to achieve this noble cause and ultimate end of humanity. The author visualizes a new weaponless global civil society based on human values putting people at the center of all concerns to enable them to become transformational leaders from within and achieve the ultimate objective of human salvation.

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