



Leadership Policy of Chanakya: A Psychological Perspective

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Abstract-

Leadership is a matter of making a difference. It entails changing an organization and making active choices among plausible alternatives and depends on the development of others and mobilising them to get the job done. Defining leadership as a process means that it is not a trait or characteristics that resides in the leader, but is a transactional event that occurs between the leader and his or her followers. Chanakya, born in fourth century B.C. in India. Chanakya was also known as Vishnugupta and Kautilya. Chanakya was a rare mastermind who became an expert in varied and specialised fields like management, economics, politics, law, governance, and specially in leadership. The present chapter is focused on Chanakya policy of leadership and behaviour.

As Socrates once said that a group of donkey's led by a lion can defeat a group of lions led by a donkey. That's LEADERSHIP. Leadership is commonly explained as "*a process of social influence in which one person can enlist the aid and support of others in the accomplishment of common goals.*" The designation of leader or supervisor doesn't make anyone a leader, though they give get the work done from people in the organization, but leadership is stimulating and motivating followers to surpass the desired objective, inducing self interest in the task and lead them by example. Followers like to be guided by those they really trust, respect and believe in. Leadership is also explained as organizing a group of people to achieve a common goal and direct the organization in a way that makes it more cohesive and coherent. Defining leadership as a process means that it is not a trait or characteristics that resides in the

leader, but is a transactional event that occurs between the leader and his or her followers. Process implies that a leader affects and is affected by followers. It emphasizes that leadership is not a linear, one way event but rather an interactive event. When leadership is defined in this manner, it becomes available to everyone. It is not restricted to only the formally designated leader in a group.

- Leadership involves influence; it is concerned with how the leader affects followers. Influence is the important factor of leadership. Without influence, leadership does not exist.
- Leadership occurs in groups. Groups are the context in which leadership takes place. Leadership involves influencing a group of individuals who have a common purpose. This can be a small task group, a community group, or a large group encompassing an entire organization.
- Leadership includes attention to goals. This means that leadership has to do with directing a group of individuals toward accomplishing some task or end. Leaders direct their energies toward individuals who are trying to achieve something together. Therefore, leadership occurs and has its effects in contexts where individuals are moving toward a goal.

Qualities like vision, integrity, long term goal, commitment, dedication, devotion, communication skills, interpersonal skills and positive attitude differentiates a good leader from others. According to Theodore Hesburgh “The very essence of leadership is that you have to have a vision. It’s got to be a vision you articulate clearly and forcefully on every occasion.” Chanakya policy of leadership basically can be defined through qualities of a leader and power of a leader.

Qualities of a Leader

- **Start Now-** Do not wait for any golden moment to start what you always wanted to do. The best time is not the “*Muhurat*” the Pandit suggests, nor even the “right dates ” that come up in a calendar. It is right here and now. Kautilya suggests, having found a matter of consideration, he should not allow time to pass.” Remember always that the journey of a thousand miles begins with the first step. There are a few tips for starting

any work and assignment-Self effort, Prepare a plan, Consult an expert, Work out your plan.

- **Being Energetic**-Before start any task, the first requirement is leader should be optimistic. If leader mix this attitude with the right amount of dynamism and energy, he is set for success. **Chanakya** outlines that “bravery, resentment, quickness and dexterity-these are the qualities of energy.” **Chanakya** tells that how, in addition to enthusiasm, energy is important too. These points are also leadership qualities that should be developed by any person who aspires to be successful not only in the workplace, but also in life. There are a few tips for being energetic-Bravery, Resentment, Quickness, Dexterity etc. **Swami Chinmayanand** said, “There are three kinds of people-first, those who do not start work because of the fear of obstacles. Second, those who start, but stop when they face obstacles. And, third, those who work in spite of obstacles and overcome it.”
- **Alertness**-Kautilya was the first person to have systematically given ‘vigilance’ a very important dimension in a state organization’s management structure. At the external level, an organization has to be alert about such dangers as competition and takeovers. For this, it needs to have a very powerful intelligence network. However, being vigilant internally is more important and very difficult. The problems within an organization are much more difficult to manage, as we deal with our own people. **Kautilya** says, “Leader should constantly bold an inspection of their works, men being inconstant in their minds.”
- **Knowledge of a leader**- Swami Vivekananda had once predicted that India would rise on the basis of its knowledge. True enough, knowledge has become the greatest asset of our country. **Kautilya** advises, “just as an elephant, blinded by intoxication and mounted by an intoxicated driver, crushes whatever it finds, so the king, not possessed of the eye of science, and blind, has risen to destroy the citizens and the country people.” This is where we need Kautilya’s advice about focusing on knowledge. A leader should focus on making his organization a knowledge organization. But, first he has to start with himself. A leader can develop their knowledge through gather more information, study the information acquired, experiment, training etc.

- **Multiple Tasking**-The success of great organizations start with the dream and will of one single person. Once the dream starts becoming a reality the little stream becomes a massive flow. As the organization grows, work also grows and more and more people join in. **Kautilya** says, “because of the simultaneity of undertakings, their manifoldness and their having to be carried out in many different places, leader should cause them to be carried by ministers, unperceived, so that there is no loss of place and time.” Delegations is required due to the following reasons-Work happens simultaneously, Work happens at various places, Selection, Training, Control etc.
- **Open Door Policy**-The leader of an organization has to be very alert and vigilant. He has to be aware that he might receive wrong as well as manipulated information from various sources. He has to be most wary about his own middle men. **Kautilya** advises an open door policy right not only for those at the junior most level in the organization, but also those in the senior management. “Leader should allow unrestricted entrance to those wishing to see him in connection with their affairs.” A few benefits of an open door policy are: direct information, avoiding external threats, faster decisions, emotional bonding etc.
- **Decision Making**- To become a leader, person should think a leader. Sit down and observe what qualities good leaders have. And then start practicing them. One of the important qualities of a leader is good decision-making .**Chanakya** says, “leader should hear every urgent matter, not put it off. A postponed becomes difficult to settle or even impossible to settle”. There is a lot of work that cannot move forward without the leader’s final sanction. Thus, Chanakya suggests that if a subordinate comes to him with an urgent matter, he should listen to him at once. If he postpones a decision, the pressure gets piled up and then the situation gets out of control. A leader has to be a fast thinker, a fast decision maker, and a fast implementer. He has no time to waste. Analyzing is good, but moving ahead is more important.
- **Work through Problem**-**Swami Chinmayanandaji** had once said, “In any work, problems are unavoidable. It only ends when we are in the grave. ”Thus, life can be said to be a continuing series of problems. A leader become successful when they learn to handle these problems, instead of allowing it to overpower them. It helps to know how

problems are created. **Chanakya** offers some important information: “Internal is hindrance by the chiefs, external is the hindrance caused by enemies.” All of us must have experienced such hindrances, especially when we want to start something new. So, a leader should understand how these hindrances begin and how to avoid them.

- **Being Ethical**- Chanakya emphasized the importance of having a sound philosophy in order to become a good leader. Ethics and moral should be top priority for a leader. The root of any organization lies in its core value system. **Peter Drucker** said, “Profits are by products of business, not its very goal.” Kautilya brings out the finer points of the importance of ethics in business, like-guidance, decision in action, adhering to law, doing one’s duty etc. Kautilya would have called such a highly spiritual leader and businessman ‘Rajarishi.’
- **Improvement in Inherit assets**-An entrepreneur was once told by his mentor, “When you start a business, you will have to struggle a lot. The success you finally get will be enjoyed by your children, not you. ”Every generation benefits from the struggle of its predecessors. However, thanks to the human mindset, we always tend to look for what was built incorrectly, rather than what was built right.**Chanakya** said, “In the case of inherited territory, he should cover up the father’s defects and display his virtues.”Swami Chinmayananda had similar advice-every generation has got two responsibilities: to correct the mistakes of the past, and to create something for the future. So, by looking at the positive side, understand what is missing, create something new etc.
- **An Eye for detail**-Understanding the growth of any organization is a beautiful study in itself. Most organization usually started with one man’s dream. Then, a like-minded person decided to become a partner, and provide support. The next step involves a group of people joining the vision and, finally, the firm gradually expands into a large corporation. **Chanakya** says, “A leader should personally observe the amount of increase or decrease in the grains when pounded, ground, or fried, and when they are moistened, dried, or cooked.”So for every small task, there should be systems in place to monitor and supervise it. And, since these systems alone cannot be helpful, the

incharge should also personally observe the details through create a system, daily monitoring, conduct surprise checks etc.

Power of a Leader

Kautilya outlines the various factors that lead to true power.

- **Intellectual Power**-The power of knowledge. It's the intangible asset of any organization. Management gurus across the globe are talking about the knowledge revolution that is sweeping through this century.
- **Man Power**-Men are the assets of an organization. There are two kinds of manpower-internal and external. Internal manpower comprises employees of the organization. External manpower includes the customers and suppliers. **Peter Drucker**, the father of management, points out, "the aim of marketing is to know and understand our customers so well that the product or service fits them and sells itself."
- **Financial Power**-Financial success ensures the progress of an organization. A sound balance sheet is the parameter on which employees, shareholders, and stakeholders continue to give their support to the organization. As **Jack Welch** points out, "Nothing succeeds like success."
- **Power of Enthusiasm and Morale**-A leader who is charged with enthusiasm and a high level of morale can create the other three factors. Research has proved that the most productive organizations are the ones that create a very high energy level. The drive to 'get more' is the true sign of progress.
- **Power brings Responsibilities**-**Chanakya** says, "For the king, there is revolt in the interior or in the outer regions. The greatest danger for a leader is revolt. This is what he has to be wary of and protect himself from. Even politicians know that if they do not rule the country properly, the dissatisfied voters can overthrow them. Responsibilities of power can be maintain through understand the needs of the organization, remember old clients while making new ones, solve the problem immediately etc. A good leader knows that only committed employees run an organization. They also are aware of the fact that only satisfied customers bring good business.
- **The Art of Punishment**-Dealing with the employees is not an easy task. He has to consider their problems, understand where they are stuck, and solve their problems

immediately so that work does not suffer. At the same time, he has to be a disciplinarian. He should be very flexible with the employees, but he should not lose focus of the goals and priorities of the organization. **Chanakya** says, “If the rod is not used at all, the stronger swallows the weak in the absence of the wielder of the rod.”

- **Staying at the Top-** It is easy to get to the top, but it’s very difficult to stay there. Once a persons are in the leader’s position, the whole dynamics of the game changes. The priority now is to get everything right and maintain your position. Kautilya was aware of this truth and hence, guides leaders about how to avoid one’s downfall, as well as that of the organization. A leader success is maintained by controlling the senses. For this, Kautilya pointed out the following six negative behaviors that need to be avoided: *Lust(Kaam), Anger(Krodha), Greed(Lobha), Pride(Mana), Arrogance(Madh), Over excitement(Harsh) etc.*
- **Create your own Law-**In Sanskrit, ‘law’ is called Dharma-meaning that ‘which holds’. **Chanakya** suggests that if the laws have not been set down in an organization, the leader should take the lead in setting them down: “When all laws are perishing, the king here is the promulgator of laws, by virtue his guarding the right conduct of the world consisting of the four varnas and four asramas.”
- **Maintain Secrets-**A leader holds a very responsible position in any team and hence, also in an organization. A leader has to be very careful when leader speaks and of the words leader uses. If leader utters a single, wrong statement it can destroy his organization. **Kautilya** warns the leader, “to as many persons the lord of the leader communicates a secret; to so many does he become subservient, being helpless by that act (of his).” There are various projects and issues that the leader should never talk about openly. Until and unless it is the right time, leader should not make these secret publicly known.

Conclusion-

References-

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