

INSIGHT

The DNA of Success

Isha Foundation



Insight: The DNA of Success - The E-book
Isha Foundation
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Phone: +91-422-2515345
Email: info@ishafoundation.org



Contents

The 3 I's	8
Leadership – A Labor of Love	14
Going Global: Ratan Tata	17
Reading People	22
Work vs. Life	24
Think Outside the Bottle: Harsh Mariwala	26
Genius vs. Method	32
The 90-Day Rule: KV Kamath	38
What about Lay-offs?	44
Seeing Adversities as Opportunities: GM Rao	47
Being “Money-Minded”	52
About Sadhguru	55
About Isha Foundation	57

Dear Reader,

INSIGHT is a unique leadership program, which equips entrepreneurs and experienced business professionals with both the skills and the stimulus to scale up their businesses and themselves. Read on, and find a mini compilation of talks from previous INSIGHT programs. Snippets of Sadhguru's wisdom about business and leadership alongside inspiring and thought-provoking case studies of eminent entrepreneurs including Ratan Tata, Harsh Mariwala, KV Kamath and GM Rao, make for a must-read for all business leaders.

You will also find photo collages interspersed through the ebook, which will transport you to the exuberant and multi-faceted world of INSIGHT.

Happy reading,
INSIGHT Team



insight

flights of fancy will take us
not to destinations afar
nor dead logic carry us
through terrains unknown
it is not the planets nor
the lines upon ones brow
But ones ability to see
See all that most fail to see
insight into within and without
That allows life to achieve flight.

love & blessings

Sadhguru



The 3 I's

Q: *In terms of developing a leader, what do you think should be three or four things which people should remember?*

Sadhguru: I have three I's for you. (No, I'm not talking about my third eye!) Insight, Inspiration and Integrity. An effective and sensible leader, in whatever capacity, stands out.

A "leader" means life offers you a higher perch than other people have. If you sit on a higher perch and you don't see any better than others, you will become an object of ridicule. Only if you're able to see something that nobody else can see, people will all look up to you. So a leader has to have an insight into the situations in which we exist, an insight into the problems that may exist, an insight into a possible solution.

A "leader" means life offers you a higher perch than other people have.

You are not a superman, but people expect you to be one. So if you don't have a better insight than the people who are looking up to you, you will become a ridiculous fool rather than being a celebrated leader.

A leader is someone who wants to juggle more balls than others or wants to grapple with something larger than what anybody else is willing to grapple with. That's what makes you a leader. So, you need a constant sense of inspiration. Otherwise, when you try to handle situations which are larger than you – if you are the kind who's going to get depressed or frustrated about something – you will die from that. Because when you take on situations bigger than yourself, every

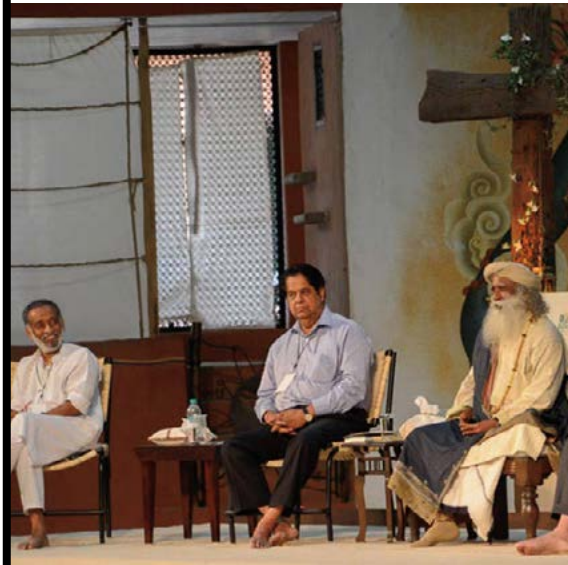


*You are not a
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moment so many things don't happen the way you want. The larger the situation, the more things do not happen the way you want them to. If you're made in such a way that you are going to become depressed or broken if something does not happen the way you think it should, then you will break into pieces in no time. You have to have the necessary inspiration; whether something is going your way or not, you're inspired enough to pursue the cause that you are working for with a relentless commitment.

Another thing is integrity. This is very important. Right now, we are developing a big problem in the country. The previous generation had more sense of integrity. Slowly we're creating a situation where everything will go by – *chalta hai*. "Whatever has gone wrong, it's okay, let's move on. I did this, so what? Let's move on." That's not it. Integrity is a key element in building

Integrity is a key element in building trust. Without building trust, you're never ever going to be a leader.



Integrity is a certain coherence between what you say and what you do, and what you think and how you feel about life around you.



trust. Without building trust, you're never ever going to be a leader. Most people don't understand what is integrity. People think "if I don't rob someone, I have integrity." No. Integrity is a certain coherence between what you say and what you do, and what you think and how you feel about life around you. It is not just in your actions. Integrity is in the way you are and the way you carry yourself. If you don't bring it there, integrity will be a burdensome exercise where you have to somehow hold it. You do it only when others are watching you.

To give you a classic example of lack of integrity – once I was walking with somebody in their ashram, and I saw some nice trees and commented, "You have some nice trees."

He said, “This is our *panchavati*” – that means five sacred trees.

I looked and said, “But there only four.”

He looked and then, “Huh? Oh, four, five. Five, four.” What is there – it’s all the same. He was just bewildered that I think there is a difference between four and five!

For me four is four, five is five. But there is a certain fuzzy logic, to use the modern scientific term, to escape logic. They’re innocent of integrity. This has to be built into people right from their childhood. It’s not something that somebody picks up just like that. It’s something that becomes a part of your life. It needs to be inculcated in families, in schools, everywhere. I think this integrity is missing on a very fundamental level.



Immerse

in the celebration



Leadership

– A Labor of Love

Sadhguru: Essentially, what being a leader means is that knowingly or unknowingly you have taken the destiny of a few people into your hands. You have taken up that responsibility.

When I say a “leader,” you need not necessarily be the leader of a nation or a large group of people. If you are running a family, you are a leader, isn’t it?

So, whoever is willing to take responsibility for one more life is a leader. It is just a question of the scale. According to one’s capabilities people will choose the scale of leadership, but everybody is a leader in some way.

What being a leader means is that knowingly or unknowingly you have taken the destiny of a few people into your hands.



At least, if you have chosen to take your destiny into your own hands, you are a leader, aren't you? Only if you are a hobo, you are not a leader.

An American tourist was visiting the U.K. A local person who was taking him around showed him a certain estate and said, "Here lives an aristocrat."

The American asked, "What is that? An astronaut?"

"No, an aristocrat."

"What is that?"

The Englishman was surprised that there could be a human being who didn't know what an aristocrat is. "Oh, you don't know what an aristocrat is? An aristocrat means he doesn't have to do any work. Everything comes to him one way or the other. He always has a good place somewhere. Wherever he goes he has a ringside seat and he does nothing, he lives off other people."



“Oh, that! In America we call them hobos.”

So, unless you're a hobo, in some capacity you are a leader. Once you understand you are a leader, it means either you have taken your own destiny into your hands or you have also taken the destiny of a few more lives into your hands. This is a certain responsibility.

If you want to lead any group of people, first thing is you must make sure that all of them fall in love with you. “How do we do that? Do we give them a love pill?” There is no such thing. If you want everybody to fall in love with you, first thing is that you must fall in love with all of them. You must do it instantly; they will take their time. They will slowly, very slowly, give in.

If you want to lead any group of people, first thing is you must make sure that all of them fall in love with you.





GOING **Global**

Ratan Tata is the Chairman Emeritus of Tata Sons, the holding company of Tata Group—a household name in India. The Mumbai based conglomerate has forayed into any number of areas, from steel manufacturing, beverages, vehicles, communications and hotel industry to name a few. *INSIGHT 2014* was fortunate to have Ratan Tata with us. He was inspiring not only for his excellent business acumen but for the humble and wonderful human being that he is. Below is an excerpt from his talk, where he goes into becoming a global business.

There are, of course, many definitions of “being global.” Are you going to a new territory because you want to be there? Or because you feel you can add value to that environment? Or because of the growth that you are looking for? I think it is a mixture of all those things.

You can obtain balance when you have one company operating in a foreign environment.

You may recall we had a downturn in the Indian economy around 2000. We needed to look beyond the shores of India. I thought, “Could this be the next phase of our growth?” A lot of people look at growth just as an increase in numbers or becoming number one in the world. I think having a desire to be a leading company is a good thing, but it should

come from the feeling that you know what you are going to add, not by making acquisitions. Making acquisitions might be a more traditional way of having growth, which unfortunately has been the case in the West – you buy market share, you buy presence, you buy sales by absorbing your competitors.

I think how you present yourself in a new geography is key. There is a traditional American view of “going global.” A company like Coca Cola has the same face, the same image, the same presence whether you are in Africa or in Europe. There’s also more of a nation model where you want to look like a local business, absorbing the local culture. You create a framework into which the management can belong, with considerable autonomy being given.

When we acquired Jaguar Land Rover (based in UK), we faced enormous misrepresentation of public image, where people were thinking, “What are they going to add to this company, when many before them have failed?” They thought this was actually a ploy by an Indian company to convert the Birmingham assets into a real estate proposition – that we were going to build Tandoori Chicken restaurants in the Birmingham area. They thought we were going to take all these plants to India to produce Jaguars and Land Rovers as cheap cars there. When I addressed the workers in the factory, I was asked those questions and I said, “We’re not going to do anything of the sort. We’re going to go shoulder to shoulder to try and rebuild these two brands to the glory that they had. We will support you so that you can make your destiny.”

We didn’t have the usual American way of, “We are sending a team from Akron, Ohio that suddenly knows everything there is to know about South Africa. They will take over

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on Monday. You are out. We have a new company.” Then the image of that company changes. I think that is somewhat drastic and unfortunately causes upheavals in companies.

After we bought the company, we pumped more money into it than we expended, so that it had new products. This energized the company by virtue of everyone’s belief that we were there to stay – that it wasn’t a passing phenomenon. The spirit that you see in the company is tremendously different and the credit goes to them. The same people, the same company, the same plans, but a different spirit and a different sense of purpose. They transformed themselves from a sleepy company producing “has-been” cars, to an active, spirited company, with the desire to lead, not just to follow.

So it was the downturn of the Indian economy that led us to go overseas. What struck me at that time was everything in India was down, and with it you were down. I thought to myself that it was time we had something to counterbalance that, so we weren’t dependent on one geographic economy, to rise and fall with it. To some extent the Jaguar Land Rover example shows that you can

We’re going to go shoulder to shoulder to try and rebuild these two brands to the glory that they had.

obtain balance when you have one company operating in a foreign environment. To be successful in the market when the Indian environment is under pressure, it works to compensate. And the great thing is that if the engine runs on all cylinders, you would have the best of both complementing each other.



Reading *PEOPLE*

Q: *How do we groom leaders to move to the next level, take on bigger responsibilities?*

Sadhguru: From my experience of people what I have seen is, if you pull somebody who is doing great at one level up to the next step with all the necessary preparations, he can still do so badly because his internal organization does not allow him to function at a different level. In our kind of organization (Isha Foundation), for example, from one level of performance to another is a completely different skill level. What you knew in your previous level just doesn't fit into this. It needs a completely new human being altogether. There is no easy solution unless you have a certain way of reading people for what they will be tomorrow. What they have been until now may be wonderful, but what are



There is no easy solution unless you have a certain way of reading people for what they will be tomorrow.

they going to be tomorrow is something that a leader should be able to read. I know we are getting into mushy ground. You would like three principles with which you can make your judgment. But I am telling you if you have three principles like that, all of them could go wrong. You need something else to figure out a human being. Somebody may not be doing so well his position, but you give him a leadership position and that guy is suddenly going like a bomb.

When so many operations and investments are involved, maybe you can't risk it with whatever speaks in your gut, your heart or your head. So I think one of the most important things is a very close observation of human beings – not their performance, not their activity, what they are doing and not doing. Simply observing how they sit, how they stand – observing them as human beings is a very important aspect before you give them deeper responsibilities. Because when they fall apart or when they do something which is not proper, it is not only a question of his career; it is going to affect everything across. And many times it is very difficult to make corrections after a little mess up has been done.



Isha Samskriti students performing Kalaripayattu during one of the breaks in INSIGHT

Work vs. Life

Sadhguru: Now, you want to be a leader at your workplace – it is after all a major part of your life in terms of number of hours per day. You probably spend more hours at your workplace than anywhere else. When this is so, is it not important that we make this into a beautiful experience?

If your work is not life, I don't see why you should do it. Your work also is life. Would your life happen if there was no work? – don't think of only the economic aspects. Do not ever make

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this demarcation that there is something called as work and life. There is life and life. Different aspects of life need to be dealt with.

One of the important things that people should do is – I know people are trying to keep them apart, but I would say that's a mistake – allow family conversations also to revolve around various things that you are doing as a part of work. This will build a completely different level of trust. And you do not know what kind of insights may come from trusted people – not some other commentators – who are outside observers to your business and activity. People whom you trust, and who love you and want you to succeed – their input may be extremely valuable. It may be your wife, it may be your five-year-old child, you don't know.

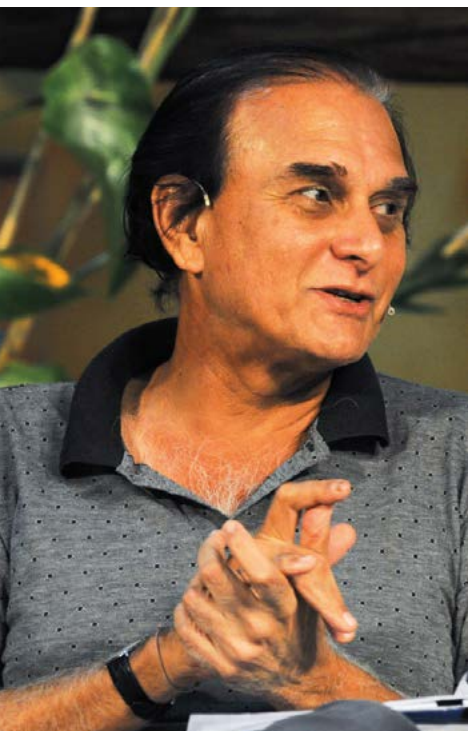
So I think there should be no such demarcation. Why can't work conversations be very interesting if you are creating something? Family could get involved in it and when you are at home, though you may not be actually working hands on, you could still be thinking and evolving things for tomorrow or for the future. I think it is very wrong for people to work for five days and live for two days in a week. It is a horrible way to live. You must live all the seven days.

People whom you trust, and who love you and want you to succeed – their input may be extremely valuable.

Think Outside The Bottle

Harsh Mariwala

Harsh Mariwala (Chairman of Marico) left the cozy cocoon of his oil trading family business at the age of forty to go on and start Marico in 1990. It is one of the largest, most successful players in the consumer products business. One out of every three Indians today uses a Marico product such as Parachute, Parachute Advanced, Saffola, Nihar, Nihar Naturals, Hair & Care and Revive.



Below is a first-hand account from Harsh Mariwala during INSIGHT 2013. He talks about identifying your product idea and how innovation and execution helped the Parachute brand leapfrog from zero to market leader.

The biggest assets for an FMCG (Fast Moving Consumer Goods) company are its brands and

We add value in the area of brand building and distribution, which is done fundamentally through good talent and innovation.



distribution network. We add greater value in brand building and distribution as compared to manufacturing, and would therefore prefer to focus our investments in these areas. This value addition is done fundamentally through good talent and innovation.

When I started working, I'm talking about early 80s, coconut oil was sold 100 percent in tins. We decided to convert the market from tin to plastic. Plastics are cheaper than tins, more convenient to pour and look more attractive on the shelf, so we thought it would be very easy for us to succeed. However, through market research we found that plastics may not be the best packaging material for coconut oil as it could lead to spillage which in turn could attract rats to a retail store. We addressed these issues through various packaging innovations and tested the bottles for rat infestation.

Slowly we were able to break the resistance towards plastics over a period of time. It took almost ten years for us to convert the market from tins to plastics. The savings in packing material were ploughed back into advertising and communicating the benefits of plastics over tin. That pioneering moment from tin to plastic gave us a huge increase in market share. Virtually from zero percent market share we became market leaders. Innovation and execution goes hand in hand; it's not just ideation.

Another challenge that Parachute faced towards on its journey to market leadership was the emergence of spurious brands across the country. Parachute was one of the most counterfeited brands in the country that led to a loss of approximately twenty percent of our sales. We designed a mould with a European mould maker that would be difficult and expensive for the counterfeiters to replicate. We had imported certain machines for that purpose. This led to a substantial improvement in our market share.

We also undertook packaging innovations to suit extreme weather conditions. In winter coconut oil freezes, so we

We took about eight to ten bottles and some rats, put the bottles and the rats in a cage for a few days.



*Innovation
and execution
goes hand in
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just ideation.*

designed a container with a wide mouth and a spout. The whole journey of building this brand has been primarily through packaging innovations.

After the economic liberalization in early 1990s, we started exporting Parachute to the Middle East to cater to the Indian diaspora settled there. Today, through product innovations and local insights, the brand and its various brand extensions are well established in the region and cater not only to the Indians but also to the local Arab population.

Parachute entered the Bangladesh market about 10-15 years back and we today have more than eighty percent market share in the branded coconut oil segment there. We are the largest Indian company in Bangladesh and are also listed on the Bangladesh stock exchange.



Marico has focused on categories where MNCs (multi-national companies) are not present. One category which we identified was hair oiling. Hair oiling as a habit exists predominantly in the Indian subcontinent and the Middle East. When I meet foreign investors and analysts, the first question they ask is, “What is hair oiling?” and they tell us that this is a dying sector. But I was very clear that this habit will not die down in India, and we decided to take a big bet on hair oiling. The overall competitive intensity in this category was less as all MNCs focused on their global portfolios such as shampoos, skin care, detergents, etc. Also, in partnership with foreign experts, we have done extensive scientific research to prove the benefits of hair oiling, and our findings are being leveraged for product formulation and brand communication.

The whole journey of building this brand has been primarily because of innovation and through packaging.

The spirit of innovation has been an inseparable part of Marico's journey since inception. Today, the company has a wide range of products in hair care, health care and male grooming segments across emerging markets of Asia and Africa. The Company crossed the landmark of INR 5000 crore turnover last year and has a market capitalization of close to INR 20 thousand crores. I believe that our innovation story is poised at an exciting stage and we are ready to explore the opportunities ahead.



Genius vs. Method

Sadhguru: For any activity to successfully happen, definitely there is a process and a method, but there is also a genius. Probably leaders cannot articulate their genius; they can only articulate the methods they have employed. Because genius is not something that one can speak about, it's just that their lives speak about it in so many different ways.

This question of method versus genius is always troubling people. You may have a perfect method, but you may remain mediocre for the rest of your life. Methods are good insurance to fall back on, but without this spark of genius you may not fire up in any big way. So is genius something

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that one is born with? Or is it something that one can develop? Is there a method for that also? There is.

This reminds me of a beautiful situation that happened with Henry Ford. I am very much interested in any machine that works, so naturally I have been to most large machinery plants, particularly automobile industries. On one of my tours to the research wing of Ford Motor Company in Detroit, I was talking to a senior scientist who has been there over thirty-five years and who holds over fifty-two patents for different things that are being used in automobiles worldwide today. In the course of this visit, he told me a story.

It happened once, Henry Ford found that a lot of things happening in Ford Motor Company were not very efficient and were going all over the place.

Methods are good insurance to fall back on, but without this spark of genius you may not fire up in any big way.



He decided to hire an efficiency expert. The expert came and went from office to office, person to person, straightening up all the key people in so many different ways. But one day he came and complained to Henry Ford, "See, I have been fixing up almost everybody here, but there is one guy who just doesn't listen. And most of the time when I walk into his office he's got his feet on the table and is smoking a cigar. He does nothing. And he's one of the most highly paid in the company. I checked on

him, I spied on him. He does nothing. He's unwilling to take any instructions from me. You got to fire this guy."

Henry asked, "Who is this?" When the expert mentioned his name, Henry said, "Don't disturb him. Last time he had his feet on the table and was smoking a cigar, he came up with a billion dollar idea. Don't you disturb that guy."

So, if we do not set up a situation where somewhere there is some spark beyond the method, then mediocrity will be the way

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of life.*

of life. But method is always an insurance to fall back on because genius may not be sparking every day, every moment.

A few years ago, a group of doctors from United States visited India. They went to visit my father without asking me because they wanted to talk to “Sadhguru’s father.” In the course of the conversation they asked him, “How was Sadhguru when he was a child?”

My father thought about it and said, “He was such a dull boy, but suddenly he’s become a genius!”

There is a method to incubate and activate a genius within you. There is no human being without the genius. But is it sparking or is it buried under a *huge* method of life? Method need not necessarily mean the business processes. For almost every aspect of life – how to eat, what to eat, how to do this, how to live – people are trying to evolve methods for everything. In all this heap of methods, the spark of genius simply gets buried. There is no human being who doesn’t have it. It just needs an appropriate atmosphere for it to fire.

To create an inner atmosphere where this will fire, one important aspect is paying some attention to the basic vehicles with which you travel this life. I’m not talking about your Mercedes! It’s the body and the mind. Not enough attention has been paid to these things. Your level of success in life is essentially determined by how well you harness your body and your mind.

Explore some tools to take your body and mind into your hands.

Isha Kriya

Transform your life by investing just a few minutes a day. Available as a guided meditation, Isha Kriya is free, simple, and easy to practice.

Inner Engineering

Engineer an inner transformation that deepens your perception of the very way you look at your life, your work, and the world you inhabit.

Hatha Yoga

Enhance the experience of kriyas and meditation, apart from improving your health and wellbeing. Isha's Hatha Yoga program offers a comprehensive set of yogasanas which require no special physical agility or previous experience of yoga.



Infuse

yourself with energy





The 90-Day Rule

KV Kamath

Mr. KV Kamath has served as Chairman of Infosys Limited, the second-largest Indian IT services company, and as the Non-Executive Chairman, Managing Director and CEO of ICICI Bank, India's largest private bank. Kamath was also a key founding member of ICICI Bank and played an instrumental role in building the company to its current heights. In a candid setting at INSIGHT 2012, Mr. KV Kamath divulges how he surmounted

That mindset had to be broken, but nobody was willing to have it broken.

technological and financial hurdles by implementing speed into his capital equation.

I found that even in the late 90s as technology was evolving, there was a mindset, particularly in technology leaders, to stay steeped in the past. That mindset had to be broken, but nobody was willing to have it broken. And we had a constraint – we could not afford old technology. Putting it very simply, we had to find out other solutions which made you compete, but at a fraction of the cost. That's where I thought to seize the opportunity and decided to go and learn.

I got an invite to a conference in New York on how new technologies are evolving. I spent two days there as a part of my obsolescence course. There was a very simple concept, which we then used in

You need to empower people and you need to run people. Otherwise, you are never going to run these new businesses and build new distribution systems and channels.



a whole lot of things, called “The 90-day rule.” It was about how young technology starters can bring a product from concept to beta to final product and into the market in ninety days. You don’t do it the way conventionally IT is run. You delegate, you have several teams, you have somebody coordinating the team and so on.

Actually we were rolling out a technology platform at that point of time – today it is one of the largest stock trading engines in the world – called ICICI Direct. I had been given a timeline of two years by an outside team. I took off on a flight in the evening from New York, landed in London, got to a phone and told my team, “Two years is off. Ninety days, from the day you started. That means about thirty days are gone. So, in sixty days, I want that engine running. You guys figure out how.” And, we put a young team in, where the average age was twenty-seven. Long story short, in ninety days from the day I told them (they took

that extra thirty days), the engine was running and today it is one of the most robust engines in the world. That gave the confidence that breaking molds and getting something done in a completely different way is possible. But you need to empower people and you need to run people. Otherwise, you are never going to run

We have four capitals – human capital, financial capital, technology capital, and speed as capital.

these new businesses and build new distribution systems and channels. The 90-day rule spawned a whole lot of things. We have done this umpteen number of times, that we brought a two-year schedule to ninety days.

There was a time in the late 90s when we were trying to figure out our core strengths and what it is that we require. We have four capitals – human capital, financial capital, technology capital, and speed as capital. Speed came in from the 90-day rule – I had not seen it in any theory books, but it was coming out of practical experience. Human capital, we had that equation right. Technology capital, equation right. Now, in a way we married speed as capital into everything we did.

One of the first things I had to do from '97 onwards was get financial capital right. But the Indian markets were completely dead. You could not raise a single rupee if your life depended on it. But we had to get capital.

So we said, “We will venture out to the US market. We’ll get money from the New York Stock Exchange.” At that time you had to get your accounting done under US GAAP (Generally Accepted Accounting Principles). We got the investment bankers and accountants in. First thing they told me is that it

We had multiple teams, which would work three shifts, sleep onsite and deliver.

would take two years just to get the US GAAP done. Two years seems to be a set thing, a safe zone. I said, “I don’t have two years. I have basically one quarter. So, we are going to put this under a 90-day rule.” I told the investment banker, “You are willing to work with us in writing the prospectus out, getting it through SEC (Securities and Exchange Commission), doing the hard work with us. We have to get it done in ninety days. You tell us what is required.”

My entire team would work three shifts. First, the prospectus writers would work three shifts. There would be three different sets of people writing. We put mattresses in our office. We opened a canteen three shifts and we worked through the night, so that when SEC had questions for us, we answered them

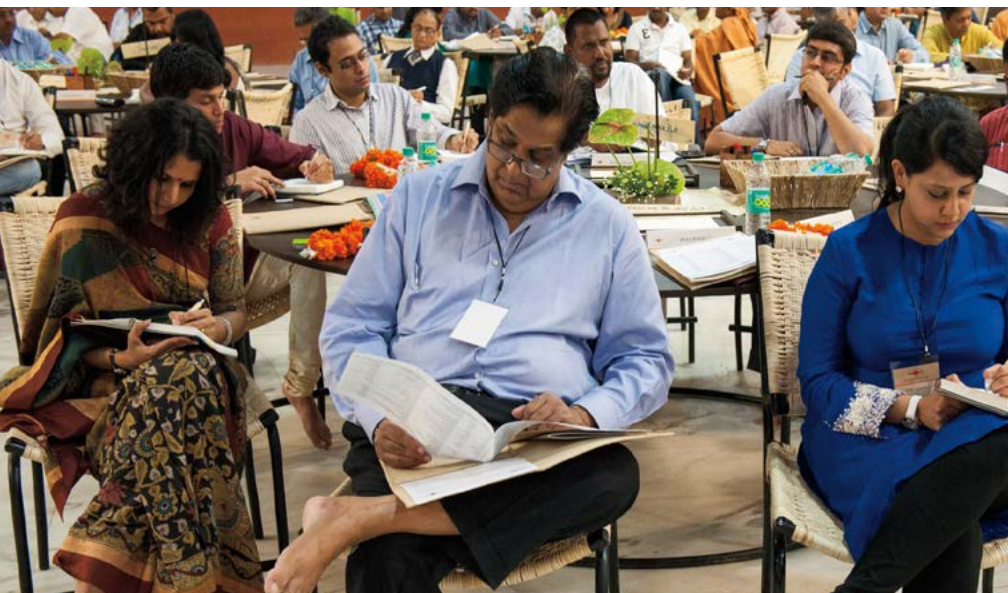
through the day. And next day when they came to the office, our answers were all ready. That was one set. Similarly we would work with the auditors. We would ask the auditors to come in. We had multiple teams, which would work three shifts, sleep onsite and deliver.

People had advised us, “Don’t go to New York Stock Exchange. You will not be able to resolve and chart your path through.” In the case of



ICICI Limited, on the seventy-fourth day, we listed and six months later, on the sixty-second day, we listed ICICI Bank also. For both, initially, we were told the task is going to be two years.

So leverage speed as capital. We did it in the technology world. Do not be scared to break existing frames of mind in terms of how to use technology and roll it out. You can make it happen. A two-year rule doesn't work. Set your own rule, see how to execute it, deliver it. If there's no money available locally, be bold enough to venture out. Again, break the two-year mold. You want money now, you need to make it happen now. See, how you can go about it and then drive it till you see it to closure. Not a problem if you set your mind to it.



What about **lay-offs**?

Q: *Sadhguru, recently most business leaders of India have had to grapple with enormous cost-cuts because of our falling economy. They have had to let go a lot of people. Many jobs were lost – some documented, a lot undocumented. What would you tell business leaders who are going through this process right now where things are not really very good?*

Sadhguru: Particularly about dropping people – I know this may sound like an ashram-like solution, but I don't see why industries and businesses should not function like this. That is, if you have 1000 people working for you and things are not going well, instead of laying off 100 people to keep the company going, you cut everyone's salaries by 10%, and keep these 100 people. This is the time when, instead of retrenching people, you could re-orient and train your human resources to take on a different challenge, but we are too bound by all kinds of laws.

I am sure if someone communicates this properly, the workforce, out of sheer solidarity with their colleagues, would agree to a 10% salary cut rather than axing 10% of the workforce. These 10% may not be productive right now, but you can reinvent your business if you train them to a different level of capability, which is very much possible.

Whatever happens to you, you can either come out stronger and wiser, or you can come out depressed and broken. I wish the

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Indian business sector reinvents itself. The times when business is slowing down are an opportunity to sit back, look at things and innovate. When business is in full swing, you neither have the time nor the energy to do that. This is not to console yourself when things are bad. Things will not remain bad for too long – things will change. But when things change to the positive, it should not take you another two years to catch up. If you make use of this time to reinvent yourself in different ways, you are ready to go when the train picks up speed again, and you will be the first one to latch on.



Seeing Adversities as Opportunities

GM Rao

Mr. GM Rao is founder and chairman of GMR Group, a global infrastructure developer and operator based in India and present in 7 countries. It is active in airports, energy, highways, SEZs and large urban development, known for building and operating world class national assets. GM Rao's life journey is no less than a rags to riches story. He started from a zero base in a remote

town of Andhra Pradesh where he used to do small time trading, travelling several kilometers on his bicycle in a day.

His life journey has been full of adversities; however with his sheer tenacity he converted those adversities into opportunities. He worked in the opportunistic mode before liberalization of the Indian economy, grabbing the business opportunities coming his way. Post-liberalization in the



early 1990s, he moved into a strategic mode of focusing on the infrastructure sector.

He succeeded in doing many unique things...first for the country... first for the industry...and first for his organization. India's first barge mounted power plant and the world's largest... India's first private greenfield airport and the world's best... India's first highway project on PPP mode...

His strong belief in working on the platform of abundance has made him the most sought after infrastructure developer of the country.

This anecdote from GM Rao's life from INSIGHT 2012, shows the highs and lows that entrepreneurs invariably face – how disappointment and success often go hand in hand.

Every day I have challenges, but I will always see what is the message for me. For any incident that happens, I will process, perceive and interpret it. Once, I got a brewery license to start a beer factory. In those days, brewery was in the negative list. With great difficulty, I arranged the finances. I had given an

advance of five crores at Praj Industries to supply the machine. And we had also raised about twenty two crores IPO cum rights issue from the Bombay Stock Exchange. On my request, some of my

that when one door closes another bigger door opens up.

friends had resigned from their jobs to join my firm. Then one day, I was going for a board meeting to Bangalore, and one of the politicians of a then upcoming party was travelling with me. He told me that the elections were just around the corner and that they would definitely win. He said, “The day we come in, we will sign the prohibition order.”



From the beginning itself, whatever I built, I wanted it to be world class. I have never wanted to compromise on the quality.

After landing in Bangalore, I immediately called my friend, “We have given a five crores advance, please kindly hold it,” and as was the apprehension, prohibition came and the project was stopped. We had acquired the land, finance and everything was set. But what to do...we felt like all our dreams were getting shattered. The entire team was depressed and highly disappointed by this incident.

However, I always believe that when one door closes another bigger door opens up. Then it so happened we got an opportunity at Basin Bridge, for the Chennai Power plant. It was a big opportunity for a 200 megawatts power plant with huge investments. We put all resources, manpower, family members together to make it happen. We went ahead with a ‘Can-Do Attitude’.

Even though, the opportunity was new to the country and new to us as well, we learnt and implemented the world’s best technology in the plant. We were working with the thought process that it is a

national asset and hence has to be the best in its class. From the beginning itself, whatever I built, I wanted it to be world class. I have never wanted to compromise on the quality.

Thus, accidentally we entered into infrastructure. With this we went ahead and built several infrastructure assets in Airports, Energy and Highways. This brewery incident which one could have taken as the end of the world, opened up a much bigger platform for us which has given India today some of the landmark national assets like Delhi and Hyderabad international airports, which are ranked among the best globally. In fact, Delhi Airport has brought tremendous pride to our nation, depicting the true picture of modern and developing India.

Being “MONEY-MINDED”

Q: *I am someone who is a first generation entrepreneur. I come from a middle-class background and, very often, I feel that I don't have the money mindset that entrepreneurs require. I want to ask: is it possible to develop that quality, and if not, how do I build a team where as a business we retain our edge even though I may not have sufficient qualities?*

Sadhguru: I don't know what money-minded means exactly. That means in my understanding you are only interested in the consequence, not the process. Those who are only interested in the consequence and not in the process, they will only dream about it, they won't do it.

The most important thing is, an entrepreneur becomes an entrepreneur because he wants to create something that he thinks must happen.



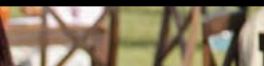
At the end of your life it is only about what you have created. Whatever you have gathered, you can't take it with you. It is only what you have created that matters.

If you want to create something, money is a part of it. Without money no activity gets oiled to move properly. So, as an entrepreneur you don't have to have a thought of money in your mind; it's just about wanting to create something. Like there are material managers, you need a money manager. This is also one of the materials to make things happen.

At the end of your life it is only about what you have created. Whatever you have gathered, you can't take it with you. It is only what you have created that matters. So, it's a great advantage not to think about money.

Imbibe

the best of life



About Sadhguru

Yogi, mystic, and visionary, Sadhguru is a spiritual master with a difference. An arresting blend of profundity and pragmatism, his life and work serve as a reminder that yoga is not an esoteric discipline from an outdated past, but a contemporary science, vitally relevant to our times. Probing, passionate and provocative, insightful, logical and unfailingly witty, Sadhguru's talks have earned him the reputation of a speaker and opinion-maker of international renown.



With speaking engagements that take him around the world, he is widely sought after by prestigious global forums to address issues as diverse as human rights, business values, and social, environmental and existential issues. He has been a delegate to the United Nations Millennium World Peace Summit, a member of the World Council of Religious and Spiritual Leaders and Alliance for New Humanity, a special invitee to the Australian Leadership Retreat, Tallberg Forum, Indian Economic Summit 2005-2008, as well as a regular speaker at the World Economic Forum in Davos. His insights, vision



and understanding of modern economic issues are highly sought after by leading universities and business schools of the world, including MIT, Tuck Business School and IMD.

With a celebratory engagement with life on all levels, Sadhguru's areas of active involvement encompass fields as diverse as architecture and visual design, poetry and painting, ecology and horticulture, sports and music. He is the author and designer of several unique buildings and consecrated spaces at the Isha Yoga Center, which have wide attention for their combination of intense sacred power with strikingly innovative eco-friendly aesthetics.

Listeners have been ubiquitously impressed by his astute and incisive grasp of current issues and world affairs, as well as his unerringly scientific approach to the question of human wellbeing. Sadhguru is also the founder of Isha Foundation, a non-profit organization dedicated to the wellbeing of the individual and the world for the past three decades. Isha Foundation does not promote any particular ideology, religion, or race, but transmits inner sciences of universal appeal.

About Isha Foundation

Isha, with over 200 centers worldwide is a non-religious, not-for-profit, public service movement with over 3 million volunteers worldwide which address all aspects of human wellbeing. From its powerful yoga programs for inner transformation to its inspiring projects for society and environment, Isha activities are designed to create an inclusive culture that is the basis for global harmony and progress. This approach has gained worldwide recognition and reflects in Isha Foundation's special consultative status with the Economic and Social Council (ECOSOC) of the United Nations.

Isha Foundation is entirely volunteer-run and has been dedicated to cultivating human potential through its vibrant spiritual movement for the past three decades. The foundation is a human service organization that recognizes the possibility of each person to empower another – restoring global community through inspiration and individual transformation.

The foundation is headquartered at Isha Yoga Center, set at the base of the Velliangiri Mountains in southern India, and at the Isha Institute of Inner Sciences on the spectacular Cumberland Plateau in central Tennessee, USA.

At the core of Isha's activities is a customized system of yoga called Isha Yoga. Isha Yoga distills powerful, ancient yogic methods for the modern seeker, creating peak physical, mental and emotional wellbeing. This basis of total wellbeing accelerates inner growth, allowing each individual to tap the

wealth of vibrant life within oneself. Sadhguru's introductory program, Inner Engineering, introduces Shambhavi Mahamudra – a simple but powerful kriya (inner energy process) for deep inner transformation.

Isha Foundation pioneers several renowned rural upliftment initiatives for education, environmental stewardship, and holistic and healthy living. Isha Foundation's social initiatives include Action for Rural Rejuvenation (ARR), Isha Vidhya and Project GreenHands (PGH).



A Business Leadership Intensive

24 - 27 November, 2016

**NOT A SHARK IN A SUIT.
NOT A CORPORATE WOLF.
IN BUSINESS, ALL YOU NEED TO BE
IS A HUMAN BEING WITH INSIGHT.**

ISHA YOGA CENTER

Velliangiri Foothills, Ishana Vihar (P. O.), Coimbatore - 641 114, India

www.ishainsight.org | leadership@ishainsight.org | +91 83000 84888