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INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

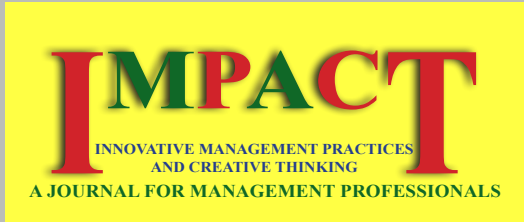
A JOURNAL FOR MANAGEMENT PROFESSIONALS



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IMPACT Team Congratulates Dr.H.V.Hande on being conferred the Padma Shri Award

Greetings from **IMPACT**



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Dear Readers,

Every challenge carries an opportunity!

As we step into the middle of 2026, the pace of change around us continues to accelerate. Technological advancements, shifting economic realities, and evolving social expectations are redefining the way individuals and organizations think, work, and lead. In such a dynamic environment, success belongs not merely to those who possess knowledge, but to those who demonstrate adaptability, resilience, and a commitment to lifelong learning. The challenge before us is not simply to keep pace with change, but to harness it creatively and ethically for the greater good.

Let us remain committed to fostering thoughtful leadership, professional excellence, and human-centered growth. Let us embrace innovation while remaining anchored in values that promote trust, inclusiveness, and social responsibility.

Every challenge carries within it an opportunity for transformation, and every individual has the potential to make a meaningful difference.

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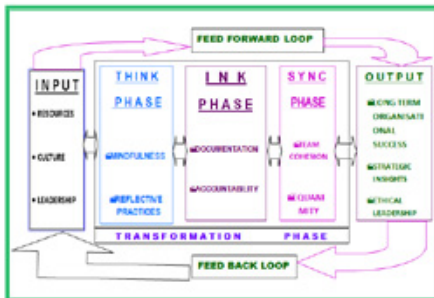
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A Multifaceted Personality and Padma Shri Awardee

Dr. H. V. Hande is one of Tamil Nadu's most distinguished public figures, whose contributions span medicine, public health administration, politics, literature, and social service. A respected physician, visionary healthcare administrator, prolific writer, and statesman, Dr. Hande has dedicated over seven decades of his life to public welfare and nation-building. In recognition of his outstanding service to society, he was conferred the prestigious Padma Shri Award in 2026 in the field of Medicine by the Government of India.

Born in 1927, Dr. Hande graduated from Kilpauk Medical College, Chennai, and established himself as a highly respected medical practitioner. His commitment to affordable and accessible healthcare led him to found the well-known Hande Hospital in Chennai. Beyond clinical practice, he became deeply involved in shaping public health policy and healthcare delivery systems.

Dr. Hande's public life is equally remarkable. A participant in the freedom movement during his youth, he later entered politics and served as a legislator on multiple occasions. As Tamil Nadu's Health Minister during the tenure of Chief Minister M. G. Ramachandran (MGR), he introduced several pioneering public health initiatives. His efforts contributed significantly to reducing infant mortality, strengthening

primary healthcare services, expanding leprosy control programmes, and improving healthcare access across the state. He was also associated with the announcement of India's



first reported HIV/AIDS case in 1986, marking an important moment in the country's public health history.

Apart from medicine and politics, Dr. Hande is an accomplished author and intellectual. He has written extensively on subjects such as the Kamba Ramayanam, Dr. B. R. Ambedkar, The Indian Constitution, Social philosophy, and Public affairs. His scholarly interests and literary contributions reflect a rare blend of scientific knowledge, cultural understanding, and social commitment. Dr. H. V. Hande is a regular contributor and authored more than 50 articles in IMPACT.

The conferment of the Padma Shri in 2026 is a fitting recognition of Dr. Hande's multifaceted achievements and lifelong dedication to humanity.

His career exemplifies the ideal integration of professional excellence, ethical leadership, public service, and intellectual pursuit. Even in his advanced years, Dr. Hande remains an inspiring role model for doctors, administrators, social workers, and young leaders, demonstrating how one individual can positively influence society through compassion, vision, and unwavering commitment to service.

IMPACT Team Wishes him a long life and many more accolades!

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Unlike conventional financial experts who often use technical jargon, influencers communicate in simple language, use storytelling, memes, humor, animations, and relatable examples. Their accessibility creates trust and emotional connection with followers.

Positive Contributions of Finfluencers

1. Democratization of Financial Knowledge

One of the greatest achievements of finfluencers is the democratization of financial education. Earlier, financial literacy was largely confined to urban elites or professionals with access to advisors. Finfluencers have broken this barrier by simplifying complex concepts such as SIPs, inflation, tax planning, compounding, asset allocation, and retirement planning.

A college student today can learn about budgeting or mutual funds through a 60-second video. A small trader in a rural town can understand stock market basics through regional-language content.

This accessibility has widened participation in formal financial systems.

2. Encouraging Savings and Investments

Many influencers motivate young people to begin investing early. Concepts such as “pay yourself first,” emergency funds, disciplined investing, and long-term wealth creation are now widely discussed among millennials and Gen Z audiences.

The culture of financial awareness has improved substantially. Earlier, conversations among youth revolved mostly around consumption and lifestyle. Today, many discuss SIP returns, tax-saving instruments, and financial independence.

3. Financial Awareness in Regional Languages

Traditional financial education often remained English-centric. Finfluencers create content in Tamil, Hindi, Telugu, Malayalam, Bengali, Marathi, and other regional languages, thereby expanding reach among non-English-speaking populations.



This linguistic inclusivity has helped millions better understand banking systems, government schemes, digital fraud prevention, insurance products, and retirement planning.

4. Breaking the Fear Around Finance

Finance was once perceived as intimidating and complicated. Finfluencers humanized finance by making it conversational and practical. Their storytelling methods reduce anxiety around money discussions and encourage proactive financial planning.

5. Faster Dissemination of Information

Social media allows rapid sharing of economic updates, policy changes, taxation rules, and investment opportunities. Finfluencers often explain budget announcements, RBI policies, or market developments within hours in simplified formats.

For young audiences who may never read financial newspapers, this becomes a primary source of economic awareness.

The Dark Side of Finfluencing

Despite these benefits, the finfluencer ecosystem also poses serious concerns.

1. Lack of Qualifications and Accountability

A major problem is that many finfluencers lack professional financial qualifications or regulatory certifications. Anyone with a smartphone and internet connection can claim expertise in stock markets or investments.

Unlike licensed financial advisors who operate under strict regulations, many influencers provide investment suggestions without accountability. Followers may mistake popularity for expertise.

A charismatic personality does not necessarily guarantee financial competence.

2. Misleading Recommendations

Some finfluencers promote speculative stocks, cryptocurrency schemes, forex trading, binary options, or unrealistic “get rich quick” methods. Many inexperienced investors, influenced by hype and fear of missing out (FOMO), invest without understanding risks.

In several cases globally, influencers have been accused of “pump-and-dump” schemes — artificially inflating stock prices through recommendations and then selling their own holdings at profit while followers incur losses.

3. Hidden Sponsorships and Conflicts of Interest

Many financial influencers earn income through affiliate marketing, brand partnerships, brokerage commissions, and sponsored promotions. The ethical issue arises when these commercial relationships are not transparently disclosed.

Followers may assume recommendations are unbiased educational advice, whereas the influencer may actually be promoting products for financial gain.

This creates a dangerous conflict between audience welfare and monetization incentives.

4. Oversimplification of Financial Risks

To gain views and engagement, some creators oversimplify financial concepts. Investing is often portrayed as easy and glamorous, while the associated risks are downplayed.

Short-form content formats rarely allow nuanced discussion on market volatility, diversification, or long-term risk management. Consequently, audiences may develop unrealistic expectations about wealth creation.

5. Psychological Manipulation

Social media algorithms reward sensationalism, controversy, and emotional engagement. Therefore, extreme claims such as “double your money,” “secret stock,” or “retire at 30” gain visibility.

This environment fuels impulsive financial behavior driven by greed, panic, or herd mentality rather than rational decision-making.

Regulatory Concerns

Governments and financial regulators across the world have started examining the growing influence of influencers.

In India, the Securities and Exchange Board of India has expressed concerns regarding unregistered investment advice provided through social media platforms. SEBI has proposed stricter norms on financial promotions, disclosure requirements, and advertising standards.

Similarly, regulators in countries such as the United States, United Kingdom, and Australia are increasing scrutiny over influencer-driven financial content.

The challenge for regulators lies in balancing freedom of expression with investor protection. Overregulation may suppress useful financial education, while underregulation may expose citizens to fraud and misinformation.

The Psychology Behind the Popularity of Finfluencers

The success of finfluencers is rooted deeply in human psychology.

People trust relatable personalities more than formal institutions. A young influencer speaking casually from a bedroom studio appears more approachable than a corporate banker in a formal office. Social proof — measured through followers, likes, and comments — further enhances perceived credibility.

Additionally, aspirational lifestyles displayed by influencers create emotional appeal. Luxury cars, international travel, and claims of financial independence attract audiences seeking similar success.

The human tendency toward confirmation bias also plays a role. Followers prefer content that supports their hopes for quick wealth creation rather than cautious, disciplined financial planning.

Responsible Finfluencing: The Need of the Hour



Finfluencers are not inherently harmful. In fact, many genuinely contribute to financial literacy and responsible investing. The key issue is ethical responsibility.

A responsible finfluencer should:

Clearly disclose sponsorships and paid partnerships.

Avoid giving personalized investment advice without certification.

Emphasize risk awareness and diversification.

Encourage long-term financial discipline instead of speculation.

Provide educational content backed by credible sources.

Maintain transparency regarding personal investments and conflicts of interest.

Likewise, audiences also have responsibilities.

Consumers of financial content should:

Verify credentials and certifications.

Cross-check information from multiple sources.

Avoid emotional decision-making.

Understand that social media content is not a substitute for professional financial advice.

Conduct independent research before investing.

Friend or Foe?

Finfluencers are neither complete friends nor complete foes. They are products of the digital economy — capable of both empowerment and exploitation.

On one hand, they have revolutionized financial education by making it accessible, engaging, and inclusive. They have encouraged savings, investing, and financial awareness among younger generations. In countries with low financial literacy, their role can be transformative.

On the other hand, unchecked influence, misinformation, hidden incentives, and irresponsible advice can lead to severe financial losses and erosion of public trust.

Thus, the real issue is not the existence of finfluencers, but the quality, ethics, transparency, and regulation of financial content.

The rise of finfluencers reflects a broader transformation in the way knowledge is produced and consumed in the digital age. Financial education is no longer monopolized by institutions; it is decentralized, interactive, and socially driven.

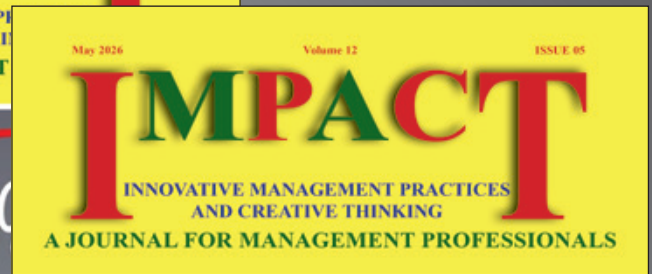
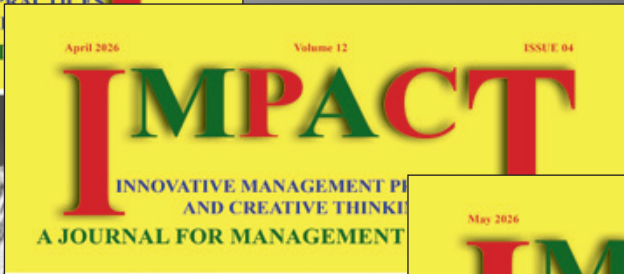
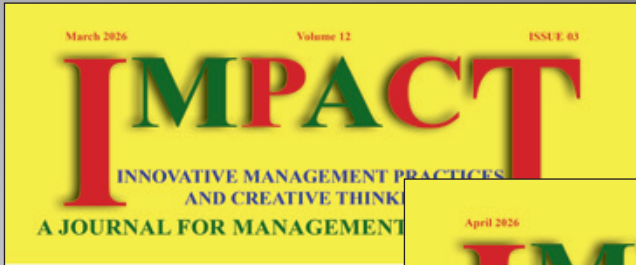
This transformation offers enormous opportunities for improving financial literacy and economic participation. However, it also introduces significant risks associated with misinformation, manipulation, and unregulated advice.

The future of finfluencing will depend on three critical pillars: responsible creators, informed audiences, and effective regulatory frameworks.

If guided ethically, finfluencers can become powerful allies in building financially aware societies. If left unchecked, they may become catalysts for financial confusion and instability.

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Mind Your Own Business

Mind your Business is the remark everyone makes in the course of everyday life. Either we tell the people or people tell us. This has become so frequent that we mostly ignore these words. But actually these words have enormous personal, social and ethical view points. If each person minds his/her own business, the world would be quite different and all right!

One's own duty, even if devoid of merit, is preferable than the duty of another person well performed. Because in performing another's duty, there is always an element of fear of failure.

Spiritual View Point

Scriptures say that the Lord has ordained a specific task for each individual that no other person can substitute. One should recognize and perform that requisite task without attachment but with enthusiasm and belief. This is the spiritual view point of minding one's own business.

That's why, Spiritual Masters advocate self-less service as a fundamental duty for each individual.



Ethical Standpoint

It is possible that we can look at our faults and vices particularly during introspection. Thus self-analysis and self-correction become a life long process. Therefore it is useless and worthless in finding fault with others. But at the same time, let us be concerned about others' well being.

Besides, ethics is a significant characteristic of Professional Behaviour. Mind your Business means discharging one's duties in a righteous way even if others are some times not following their obligations. That's why a Professional oath is taken at the individual level for some jobs and a Code of Ethics is prescribed at the collective level. At the same time, one should observe the world with detachment without being entangled in petty, fleeting issues.

If we follow the dictum- Mind your own business-, all people will praise us saying " Here goes a person who does his duty without interfering in others' duties."

LOOK BACK & THANK GOD.

LOOK AHEAD & TRUST GOD.

R. Venugopal

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director.



The Serious Business of Laughing

There was once a man who walked into a doctor's clinic looking tired, gloomy, and hopeless. The doctor examined him carefully and said, "Your problem is stress. You need more laughter in your life. Go watch a famous comedian performing tonight. He'll make you laugh till your stomach hurts."

The man sighed sadly and replied, "Doctor... I am the comedian."

This little story reveals an important truth: humour is not merely entertainment. It is a survival tool, a medicine, a social glue, and at times, the only umbrella available during life's thunderstorms.

Human beings are perhaps the only creatures who laugh at themselves. A dog may wag its tail joyfully, and a parrot may mimic laughter, but only humans can laugh after slipping on a banana peel—provided the injury is minor and the audience sympathetic.

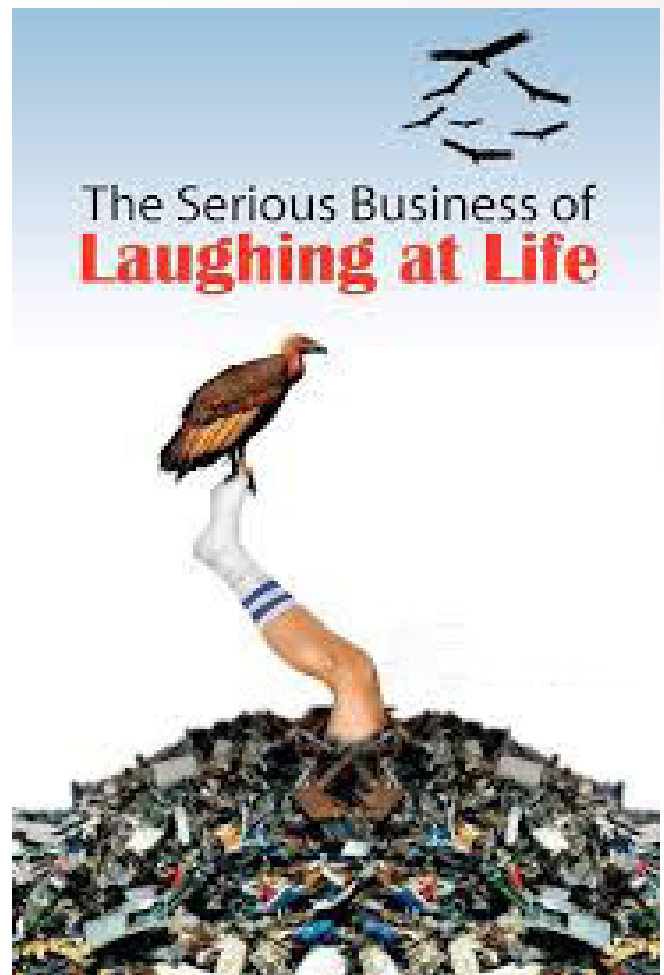
Humour has existed from the earliest civilizations. Ancient kings employed jesters not merely for amusement but also because truth wrapped in humour was easier to digest. Even today, many difficult truths are accepted more readily when delivered with a smile.

A humourless world would be unbearable. Imagine attending a wedding where nobody smiles, a classroom where the teacher never jokes, or an office meeting where PowerPoint presentations

continue endlessly without even accidental comedy. Civilization itself might collapse under the weight of seriousness.

Humour: The Universal Language

Humour transcends language, religion, nationality, and age. A child giggling at soap bubbles, an old





man chuckling at a memory, or friends laughing together over a simple misunderstanding—all reveal that laughter is deeply human.

One of the greatest things about humour is that it requires no visa or passport. A good joke can travel faster than diplomacy. Even people who disagree politically can occasionally laugh at the same cartoon.

Humour also has remarkable adaptability. It changes according to place and time. In villages, humour may revolve around local customs; in cities, it may arise from traffic jams and mobile phones. Today, social media has transformed ordinary people into comedians overnight. A single funny meme can travel across continents before breakfast.

However, humour is not merely about cracking jokes. True humour is the ability to see life lightly without becoming insensitive. It is wisdom wearing a smile.

Health Benefits of Humour

Doctors now increasingly recognize what grandmothers knew long ago: laughter is healthy.

When a person laughs heartily, several wonderful things happen inside the body. Muscles relax, blood circulation improves, stress hormones decrease, and the brain releases chemicals associated with happiness. Some researchers even describe laughter as “internal jogging.”

A person laughing loudly may look foolish, but medically speaking, he is probably exercising.

Hospitals in some countries even employ “clown therapy” for children. A child afraid of injections may suddenly forget fear when a clown enters wearing oversized shoes and pretending to lose a battle with a balloon.

Humour reduces stress significantly. Modern life is filled with deadlines, traffic, examinations, bills, passwords, forgotten passwords, and people asking us to “update the app.” Without humour, many individuals would explode emotionally before lunchtime.

Even patients facing serious illness often rely on humour to maintain courage. Many cancer survivors speak about how laughter helped them endure difficult treatments. Humour may not cure every disease, but it certainly strengthens the spirit that fights disease.

There is an old saying: “Laughter is the best medicine.” Of course, this should not be taken literally. If someone has appendicitis, doctors prefer surgery over comedy shows.

Humour in Relationships

Humour acts like oil in the machinery of relationships. Families that laugh together often remain emotionally close.

Consider a typical household. One person cannot find the television remote, another cannot locate spectacles already sitting on their head, and someone else is arguing with a pressure cooker. Humour prevents such situations from becoming full-scale wars.

Married life especially depends upon humour. A husband once proudly declared, “In our home, I always have the last word.” His friend asked, “What is it?” He replied softly, “Yes dear.”

Humour helps couples survive misunderstandings, relatives, shopping trips, and furniture assembly instructions.

Friendships too are strengthened through shared laughter. Some friends may not meet for years, but one old joke is enough to revive the bond instantly.

Teachers who use humour often become memorable educators. Students may forget formulas but rarely forget the teacher who made them laugh while teaching them. Humour transforms learning from punishment into participation.

Even workplaces benefit from humour. A cheerful office is generally more productive than one where employees walk around looking like prisoners awaiting parole.

Humour and Mental Well-Being

Mental stress has become one of the defining problems of modern society. Anxiety, loneliness, and depression affect millions. Humour provides emotional relief.

Humour allows people to step back from problems and see them differently. A person drowning in worry may suddenly regain perspective after laughing. Humour does not remove difficulties, but it makes them easier to carry.

Many comedians throughout history used humour to confront pain. They transformed suffering into laughter, helping society cope with fear and uncertainty.

A sense of humour also increases resilience. Life is unpredictable. Plans fail, trains are delayed, phones fall into water, and carefully prepared speeches vanish from memory exactly when needed. Those who can laugh at setbacks recover faster.

Self-humour is particularly valuable. People who can laugh at their own mistakes are usually easier

to live with. Unfortunately, some individuals take themselves so seriously that even their shadows seem nervous around them.

Humour teaches humility. It reminds us that perfection is impossible and that everybody occasionally behaves absurdly.

The Different Types of Humour

Humour appears in countless forms.

1. Wordplay

Puns and clever language tricks belong here.

For example:

“I used to be addicted to soap... but I’m clean now.”



Such jokes may cause equal amounts of laughter and suffering.

2. Situational Humour

This arises from everyday life. A person confidently waving at someone who was actually greeting the person behind him is classic situational comedy.

3. Satire

Satire uses humour to criticize society, politics, or human foolishness. Cartoonists often employ satire brilliantly.

4. Self-Deprecating Humour

This involves laughing at oneself. It works wonderfully when done gracefully. It becomes dangerous only when the audience agrees too enthusiastically.

5. Physical Comedy

Slipping, stumbling, exaggerated movements, and visual absurdities belong here. Silent film legends mastered this art beautifully.

Each form of humour serves a purpose, but the finest humour uplifts without hurting.

The Dangers of Humour

Like every powerful tool, humour must be used wisely.

Humour that humiliates others can become cruelty disguised as comedy. Mocking someone's appearance, disability, poverty, or personal pain is not genuine humour.

Good humour creates joy; bad humour creates wounds.

Social media has unfortunately increased careless

humour. People sometimes forward offensive jokes without thinking about consequences. Responsible humour requires empathy.

Timing is also important. A joke at the wrong moment can create disaster. For instance, joking with a teacher while examination papers are being distributed is considered an advanced form of bravery.

Humour in Everyday Life

Humour can be cultivated deliberately. One need not become a professional comedian to enjoy its benefits.

Simple practices help:

Spend time with cheerful people.

Read humorous books.

Watch intelligent comedy.

Learn to laugh at small mistakes.

Avoid unnecessary seriousness.

Smile more often.

Children naturally laugh hundreds of times daily, while adults laugh far less. Somewhere between paying taxes and attending meetings, many people forget how to laugh freely.



The Serious Business of Humour in Sales



Perhaps adulthood should come with mandatory laughter breaks.

Humour also improves communication. Difficult conversations become easier when softened with gentle wit. Leaders, teachers, and public speakers who use humour effectively often connect better with audiences.

Even spirituality sometimes embraces humour. Many wise teachers throughout history used funny stories to communicate deep truths. Laughter and wisdom are not enemies.

Humour is one of humanity's greatest gifts. It heals emotional wounds, strengthens relationships, improves health, reduces stress, and helps people endure life's difficulties with dignity.

A person with humour does not deny life's problems. Rather, they refuse to allow problems complete control over their spirit.

In a world crowded with tension, conflict, and endless notifications, laughter becomes an act of resistance against despair.

The ability to laugh—especially at oneself—is a sign of maturity, balance, and inner strength.

As the famous comedian once said, “A day without laughter is a day wasted.” Though some people manage to waste entire weeks attending meetings, most of us would benefit from more humour in daily life.

So laugh whenever possible. Laugh loudly, laugh kindly, laugh wisely.

Just remember one important rule: if you laugh at your own joke before finishing it, people may suspect you need professional help.

Dr. B. Sahana

She is the Asst. Professor of English at M.O.P Vaishnav College, Chennai. She has interests in many fields and a Bharathanatyam dancer.



Modern Management From Indian Philosophy

PART - 6

“Think- Ink- Sync”

ABSTRACT

In response to escalating global complexities, ethical challenges and rapid technological transformations, contemporary management requires integrative frameworks that transcend conventional paradigms. This paper introduces the Think-Ink-Sync framework, a novel synthesis of ancient Indian philosophical wisdom and modern management principles. The framework unfolds through three interdependent phases and aimed at fostering holistic, ethical and adaptive leadership phenomenon within organisational contexts. Rooted in seminal texts such as The Bhagavad Gita, The Upanishads and The Arthashastra, this triadic model addresses contemporary management challenges including ethical leadership, employee well-being, organisational rejuvenation, complexity management and digital transformation. The blend of ethical vibes and spiritual insights of Indian philosophy with modern management, attempts to bridge through the Think-Ink-Sync framework, which will definitely strengthen the mission, vision, objectives and policies etc., of organisations.

The Think phase, draws upon the reflective and contemplative traditions of Vedanta and Jnana Yoga, emphasising deep cognitive engagement, mindfulness and ethical discernment to cultivate strategic foresight and align organisational objectives with Dharma-the principle of righteousness and sustainable action. The Ink phase, inspired by Karma Yoga and the administrative rigor of Chanakya’s Arthashastra, focuses on disciplined documentation, knowledge codification and the translation of reflective insights into actionable strategies, thereby fostering accountability and precision in execution. The Sync phase, highlights the harmonisation of individual and collective energies, promoting team cohesion, organisational culture and equanimity (Sthitaprajna) to ensure rejuvenated and sustainable organisational performance. The paper presents a detailed literature review, provides a conceptual framework and also discusses few implications and highlights practical suggestions in the authors view point for future implementation. It also offers a robust, integrative approach that nurtures sustainable leadership, fosters organisational rejuvenation and promotes holistic growth in the 21st-century business environment.

Keywords:

Indian philosophy, Bhagavad Gita, Karma Yoga, Dharma, Think-Ink-Sync, mindfulness, adaptive leadership, strategic foresight, knowledge management, organisational culture, holistic leadership, leadership development, ethical decision-making, spiritual intelligence, team cohesion, organisational rejuvenation, sustainable management, complexity management, digital transformation.

1) Introduction

Modern management faces challenges of complexity, rapid change, and ethical dilemmas. Indian philosophy, with its rich heritage of holistic and ethical thought, offers valuable insights. The “Think-Ink- Sync” model encapsulates a process where thinking is deep and reflective, ink represents the tangible expression of ideas, and sync denotes alignment and integration of thoughts with actions and systems. Modern management operates in an environment characterised by rapid technological change, globalisation, and increasing complexity.

Organisations face challenges such as ethical dilemmas, the need for agility, and the integration of digital tools. Traditional Western management theories often emphasise efficiency and control but may lack holistic and ethical dimensions. With contextual clarity and with special reference to the Indian philosophy and its millennia-old traditions, offers profound insights regarding human nature, ethics, cognition, and leadership. Concepts such as Dharma (duty/ethics), mindfulness, interconnectedness, and self-realisation provide a rich foundation for rethinking management in a holistic and ethical manner.

2) Review of Literature

The literature pertaining to “Think-Ink-Sync” framework is given in Table 1 below:

Table 1 showing Literature review in “Think-Ink-Sync” framework

Sl Nr	Author / Year	Think-Inc-Sync Factor	Managerial Implications	Suggestions
1	Srivastava & Kumar (2020)	Think: Reflective and contemplative traditions of Vedanta and Jnana Yoga	Emphasises the importance of mindfulness and ethical discernment in strategic decision-making	Develop mindfulness practices to enhance strategic decision-making
2	Sharma (2019)	Ink: Disciplined documentation and knowledge codification	Highlights the role of Karma Yoga in fostering accountability and precision in execution	Implement disciplined documentation practices to improve execution
3	Gupta & Singh (2018)	Sync: Harmonisation of individual and collective energies	Discusses the significance of team cohesion and organisational culture	Foster team cohesion and organisational culture to achieve sustainable performance
4	Kumar & Mahapatra (2017)	Think : Application of Dharma in organisational decision-making and leadership	Explores the application of Dharma in organisational decision-making and leadership	Incorporate Dharma in organisational decision-making to ensure sustainable action
5	Bhattacharya & Sharma (2016)	Think: Spiritual insights and ethical leadership, providing a framework for leadership development	Analyses the relevance of Bhagavad Gita in modern management and leadership development	Use Bhagavad Gita as a framework for ethical leadership development

Sl Nr	Author / Year	Think-Ink-Sync Factor	Managerial Implications	Suggestions
6	Jain & Gupta (2015)	Ink : Selfless action and organizational effectiveness, enhancing organizational performance and employee well-being	Discusses the role of Karma Yoga in enhancing organizational performance and employee well-being	Encourage selfless action to improve organizational performance and employee well-being
7	Singh & Kumar (2014)	Ink: Administrative rigor and strategic management, providing a framework for organisational development	Examines the relevance of Arthashastra in modern management and organisational development	Apply Arthashastra principles to improve administrative rigor and strategic management
8	Kumar & Srivastava (2013)	Think: Knowledge management and strategic foresight, developing strategic foresight and knowledge management	Highlights the importance of Jnana Yoga in developing strategic foresight and knowledge management	Develop Jnana Yoga practices to enhance strategic foresight and knowledge management
9	Sharma & Gupta (2012)	Think : Mindfulness and adaptive leadership, providing a framework for developing adaptive leadership and mindfulness	Discusses the application of Vedanta in developing adaptive leadership and mindfulness	Use Vedanta as a framework for developing adaptive leadership and mindfulness
10	Gupta & Kumar (2011)	Sync : Equanimity and sustainable performance, achieving sustainable performance and organisational rejuvenation	Explores the significance of Sthitaprajna in achieving sustainable performance and organisational rejuvenation	Foster equanimity to achieve sustainable performance and organisational rejuvenation
11	Patel & Kumar (2022)	Think: Integrative framework for sustainable leadership, combining Think, Ink, and Sync factors	Proposes a framework for sustainable leadership development using Think-Ink-Sync	Implement Think-Ink-Sync framework for sustainable leadership development
12	Singh & Sharma (2021)	Sync: Digital transformation and organisational rejuvenation measures	Achieving digital transformation and organisational rejuvenation	Implement the framework achieve digital transformation and organisational rejuvenation
13	Kumar & Gupta (2020)	Think: Holistic leadership development, using Indian philosophy for holistic leadership	Highlights the potential of Indian philosophy in developing holistic leadership	Develop holistic leadership using Indian philosophy

Sl Nr	Author / Year	Think-Inc-Sync Factor	Managerial Implications	Suggestions
14	Jain & Srivastava (2022)	Sync: Mindfulness and well-being in the workplace, improving employee well-being and organisational performance	Examines the impact of mindfulness on employee well-being and organisational performance	Implement mindfulness practices to improve employee well-being and organisational performance
15	Bhattacharya & Kumar (2023)	Think: Strategic foresight and knowledge management, developing strategic foresight and knowledge management	Discusses the application of Jnana Yoga in developing strategic foresight and knowledge management	Develop Jnana Yoga practices to enhance strategic foresight and knowledge management
16	Kumar et al. (2024)	Ink: Disciplined documentation and knowledge codification in digital age	Highlights the role of disciplined documentation in digital age	Implement digital documentation practices to improve execution
17	Sharma et al. (2025)	Sync: Team cohesion and organisational culture in digital transformation	Discusses the significance of team cohesion and organisational culture in digital transformation	Foster team cohesion and organisational culture to achieve digital transformation
18	Gupta et al. (2026)	Think: Mindfulness and adaptive leadership in digital age	Examines the application of mindfulness and adaptive leadership in digital age	Use mindfulness and adaptive leadership to achieve digital transformation
19	Peter Senge (1990)	Think: Aligns with reflective cognition	Organisations as living systems requiring continuous learning and adaptation	Encourage holistic thinking and systemic problem-solving
20	Swami Vivekananda (1897)	Sync: Systemic integration and feedback loops	Leadership as selfless service and ethical responsibility	Emphasises self-awareness, ethical duty, and purpose-driven action
21	Mahatma Gandhi (1927)	Ink: clear communication of values	Ethical decision-making grounded in truth and nonviolence	Initiate and promote ethical governance, conflict resolution, and servant leadership
22	Jiddu Krishnamurti (1962)	Ink: Mindful leadership and conscious decision-making	Awareness as a foundation for freedom, creativity, and non-reactivity	Inculcate mindful cognition; as expression and aligned action
23	N. R. Narayana Murthy (2009)	Sync: Alignment of values and organisational processes	Corporate governance and ethical management practices	Motivate measures for transparency, humility and integrity in leadership

3) Research Objectives:

- To explore the application of Indian philosophy in modern management framework for Think-Ink-Sync
- To develop a framework for sustainable leadership: Develop a framework for sustainable leadership that integrates Think-Ink-Sync and other Indian philosophical concepts.
- To examine the impact of Think-Ink-Sync on organisational performance, including its effects on employee well-being, team cohesion and organisational culture.

3.1) Development of Conceptual Framework

The “Think- Ink- Sync” model is proposed as a synthesis of Indian philosophical wisdom and modern management needs, This triadic process fosters mindful leadership, ethical governance, and adaptive organisational behavior.

- Think: Represents deep, reflective, and ethical cognition inspired by Indian philosophical traditions.
- Ink: Symbolises the clear articulation, documentation, and communication of ideas and plans.

A Conceptual Framework with reference to “Think-Inc-Sync” is given in Figure 1 as below:

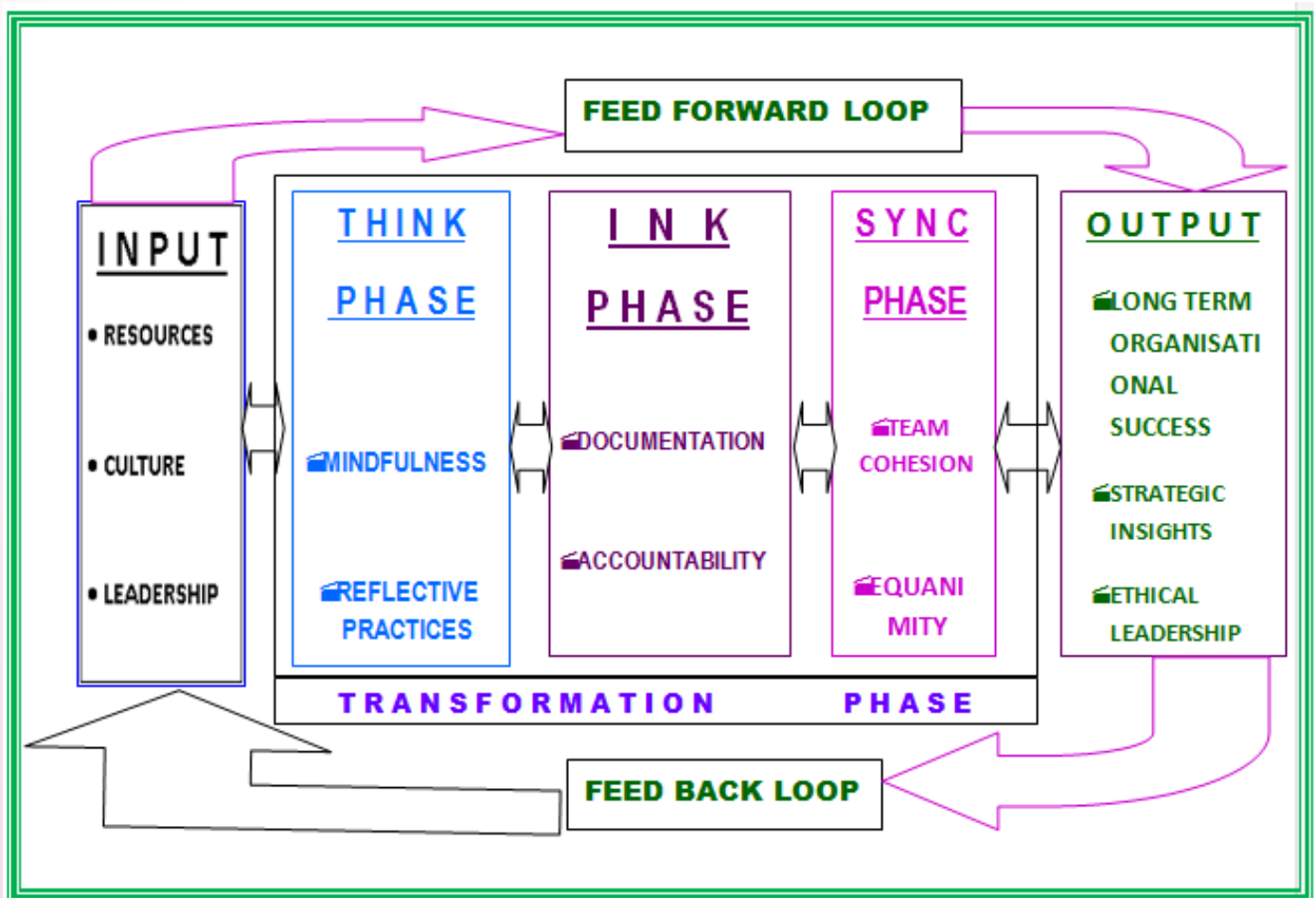


Figure 1 showing A Conceptual Framework in “Think-Inc-Sync”

Source: Author’s Own

- Sync: Denotes the alignment and synchronisation of thoughts, plans, and actions across individuals and systems.

3.2) The Think-Ink-Sync Model Explained

- Think: Rooted in Indian philosophical traditions such as Vedanta and Buddhism, ‘Think’ emphasises deep, reflective, and ethical cognition. It encourages managers to cultivate mindfulness, self-awareness, and systemic thinking to understand complex organisational dynamics. Reflective, mindful cognition inspired by Indian philosophical traditions such as Vedanta and Buddhism etc. Encourages deep understanding, ethical reflection, and systemic thinking.
- Ink: ‘Ink’ symbolises the perfect articulation and documentation of ideas, strategies, and plans. It represents clarity in communication, tangible expression of thought, and the use of both traditional and digital tools to record and share knowledge. The articulation and documentation of ideas, plans, and strategies. Symbolises clarity, communication, and the tangible manifestation of thought.
- Sync: Refers to the synchronisation of thoughts, plans, and actions across individuals and organisational systems. It embodies harmony, alignment, and dynamic adaptation, ensuring that cognitive insights and articulated plans translate into coherent and ethical organisational behavior.

3.3) Description of Conceptual Framework

3.4) Vedanta and Mindfulness Practices in Management

Vedanta, one of the six orthodox schools of Indian philosophy centers on the realisation of the self (Atman) and its unity with the ultimate reality (Brahman). Key concepts relevant to management include:

- Atma Jnana (Self-Knowledge): Understanding one’s true nature beyond ego and transient roles. In management, this translates to leaders developing deep self-awareness, recognizing personal biases, motivations, and emotional triggers. This self-knowledge fosters authenticity and ethical clarity.

Table 2 showing the synthesis of Indian philosophy and modern management in the framework

Framework Component	Description	Key Elements	Managerial Implications
Think	Represents deep, reflective, and ethical cognition inspired by Indian philosophical traditions such as Vedanta and Buddhism. Encourages mindfulness, self-awareness, and systemic thinking to understand complex organisational dynamics.	<ul style="list-style-type: none"> • Self-awareness: Understanding values, biases, motivations. • Ethical reflection: Considering impact on stakeholders and society. • Systemic thinking: Viewing organisation as interconnected whole. • Mindfulness: Being present and attentive to internal and external dynamics. 	Develops leaders who are strategic, ethical, and empathetic. Promotes holistic decision-making and ethical governance.

Framework Component	Description	Key Elements	Managerial Implications
Ink	Symbolises the clear articulation, documentation, and communication of ideas, strategies, and plans. Represents clarity in communication and tangible expression of thought, using both traditional and digital tools.	<ul style="list-style-type: none"> • Clear communication: Transparent articulation of ideas and values. • Documentation: Recording plans, decisions, and feedback for accountability and learning, • Use of technology: Leveraging digital tools for real-time collaboration and knowledge sharing. • Cultural expression: Respecting cultural contexts in communication. 	Ensures reflective insights are shared and institutionalized, fostering collective understanding and coordinated action. Enhances transparency and knowledge retention.
Sync	Denotes the alignment and synchronisation of thoughts, plans, and actions across individuals and organisational systems. Embodies harmony, balance, and dynamic adaptation inspired by Indian concepts of Samanvaya (harmony) and Samata (balance).	<ul style="list-style-type: none"> • Coordination: Aligning individual and team actions with organisational goals. • Feedback loops: Using real-time data and communication to adjust strategies and operations. • Ethical alignment: Ensuring consistency with values and ethical standards. • Adaptive leadership: Flexibly responding to changing environments while maintaining coherence. 	Transforms reflective thinking and articulated plans into effective, ethical, and agile organisational behavior. Supports continuous learning and organisational resilience.

- Satya (Truth): Commitment to truthfulness in thought, speech, and action. Leaders inspired by Satya prioritise transparency, honesty, and integrity in decision-making and communication.
- Dharma (Duty): Ethical responsibility and righteous action aligned with universal principles. Managers are encouraged to act in ways that serve the greater good, balancing stakeholder interests ethically.
- Mindfulness Practices: Rooted in Buddhist traditions but widely adopted in secular management, mindfulness involves non-judgmental awareness of the present moment. The relevant benefits for management include:
 - Enhanced emotional regulation and stress reduction.
 - Improved focus and clarity in complex decision-making.

- Greater empathy and interpersonal sensitivity.
- Reduction of reactive, impulsive behaviors.
- Integration in Management: Leader’s practicing “Think” cultivate mindfulness and Vedantic self-awareness to approach challenges with calm, ethical clarity. Techniques include meditation, reflective journaling, ethical impact assessments, and systemic thinking exercises.

4) Analysis and Application of the Think-Ink-Sync framework among Indian /Global Companies:

This section 4.1 deal with few selected 30 Indian companies as well as section 4.2 dealing with few selected 30 Global companies in the view point of author, which are adhering / adopting the “Think-Ink-Syn” framework as below:

4.1) Thirty Indian Companies adhering /adopting the “Think-Ink-Syn” framework in Table 3 as below:

Table 3 showing the details of “Think-Ink-Syn” framework analysis of 30 Indian companies

S.No	Indian Company Name	Industry Name	Factor	Implications	Authors’ Suggestions
1	Reliance Industries	Conglomerate (Energy, Retail, Telecom)	Sync	Aligns diverse business units and partners towards a unified vision, fostering synergy.	Develop integrative leadership to harmonize diverse interests for sustainable growth.
2	HDFC Bank	Banking & Financial Services	Think	Emphasises ethical decision-making and customer-centric innovation.	Embed dharma-based ethics and long-term vision in financial services.
3	Tata Consultancy Services (TCS)	IT Services & Consulting	Ink	Strong knowledge management and documentation culture enhances innovation and transparency.	Promote meticulous knowledge sharing and process documentation for continuous improvement.
4	Infosys	IT Services & Consulting	Think	Encourages reflective thinking and ethical leadership in technology solutions.	Foster mindfulness and ethical reflection in strategic planning and innovation.
5	ICICI Bank	Banking & Financial Services	Sync	Synchronizes technology and customer service to deliver seamless banking experience.	Align technology and human resources harmoniously to enhance customer satisfaction.

S.No	Indian Company Name	Industry Name	Factor	Implications	Authors' Suggestions
6	Bharti Airtel	Telecommunications	Ink	Transparent communication and documentation of network expansion and customer policies.	Maintain clear and open communication channels internally and externally.
7	Kotak Mahindra Bank	Banking & Financial Services	Think	Focuses on visionary leadership and ethical governance.	Integrate ethical foresight and stakeholder welfare in governance practices.
8	Larsen & Toubro	Engineering & Construction	Sync	Coordinates complex projects with multiple stakeholders efficiently.	Emphasise harmony and coordination in project management and stakeholder engagement.
9	State Bank of India	Banking & Financial Services	Ink	Detailed record-keeping and transparency in financial operations.	Strengthen transparency and accountability through rigorous documentation.
10	HCL Technologies	IT Services & Consulting	Think	Promotes innovation through reflective and ethical leadership.	Encourage continuous learning and ethical innovation culture.
11	Asian Paints	Paints & Coatings	Sync	Synchronizes supply chain and customer preferences effectively.	Foster alignment between production, supply chain, and market demand for agility.
12	Maruti Suzuki	Automotive	Ink	Maintains detailed process documentation ensuring quality and compliance.	Promote thorough documentation to uphold quality and regulatory standards.
13	Bajaj Finance	Financial Services	Think	Uses strategic foresight to innovate financial products responsibly.	Embed ethical foresight and customer welfare in product development.
14	Mahindra & Mahindra	Automotive & Farm Equipment	Sync	Harmonizes innovation with rural development and sustainability goals.	Align business growth with social responsibility and environmental sustainability.
15	Nestlé India	FMCG	Ink	Transparent labeling and documentation of product sourcing and quality.	Advocate for transparency and consumer trust through clear product information.

S.No	Indian Company Name	Industry Name	Factor	Implications	Authors' Suggestions
16	UltraTech Cement	Cement & Building Materials	Sync	Coordinates sustainable practices with production efficiency.	Integrate environmental harmony with operational excellence.
17	Titan Company	Consumer Goods (Watches, Jewelry)	Think	Reflects on customer values and cultural significance in product design.	Incorporate cultural mindfulness and customer-centric innovation.
18	Wipro	IT Services & Consulting	Ink	Strong emphasis on knowledge management and ethical transparency.	Foster a culture of ethical knowledge sharing and transparency.
19	Power Grid Corporation	Power Transmission	Sync	Synchronizes national power distribution with sustainable energy goals.	Promote harmony between infrastructure growth and environmental stewardship.
20	Tata Steel	Steel & Metals	Think	Reflects on sustainable mining and ethical labor practices.	Embed sustainability and ethical labor standards in operations.
21	Hindustan Unilever	FMCG	Ink	Detailed sustainability reporting and consumer transparency.	Encourage transparent sustainability communication to build brand trust.
22	Adani Enterprises	Conglomerate (Energy, Infrastructure)	Sync	Aligns infrastructure projects with community and environmental needs.	Foster integrative leadership balancing growth with social and environmental concerns.
23	JSW Steel	Steel & Metals	Think	Strategic reflection on global competitiveness and sustainability.	Promote long-term strategic planning with sustainability focus.
24	Grasim Industries	Cement & Textiles	Ink	Maintains rigorous documentation for quality and compliance.	Strengthen process documentation to ensure quality and regulatory adherence.
25	Dr. Reddy's Laboratories	Pharmaceuticals	Sync	Coordinates R&D, manufacturing, and regulatory compliance harmoniously.	Foster cross-functional harmony to accelerate innovation and compliance.

4.2) Thirty Global Companies adhering /adopting the “Think-Ink-Syn” framework in Table 4 as below:

Table 4 showing the details of “Think-Ink-Syn” framework analysis of 30 Global companies

S.No	Global Company Name	Industry Name	Factor	Implications	Authors’ Suggestions
1	Apple Inc.	Technology & Electronics	Think	Encourages visionary innovation and ethical product design.	Integrate ethical foresight and customer-centric innovation inspired by Indian philosophy.
2	Microsoft Corporation	Technology & Software	Ink	Strong documentation and transparency in software development and governance.	Promote meticulous knowledge management and ethical transparency.
3	Amazon.com Inc.	E-commerce & Cloud Computing	Sync	Synchronises logistics, technology, and customer service for seamless experience.	Foster harmony between technology, operations, and customer focus.
4	Alphabet Inc. (Google)	Technology & Internet Services	Think	Reflective innovation culture emphasising ethical AI and data privacy.	Embed mindfulness and ethical reflection in technology development.
5	Saudi Aramco	Oil & Gas	Sync	Aligns energy production with global sustainability goals.	Develop integrative strategies balancing profit with environmental responsibility.
6	Berkshire Hathaway	Conglomerate	Ink	Transparent reporting and knowledge sharing across diverse businesses.	Encourage clear documentation and knowledge flow for informed decision-making.
7	Tesla Inc.	Automotive & Energy	Think	Visionary leadership driving sustainable innovation.	Foster ethical foresight and sustainability in product development.
8	Meta Platforms (Facebook)	Technology & Social Media	Sync	Coordinates global operations with social responsibility initiatives.	Promote harmony between business growth and societal impact.
9	Johnson & Johnson	Pharmaceuticals & Healthcare	Ink	Detailed documentation and transparency in healthcare products.	Advocate for rigorous documentation and ethical transparency.

S.No	Global Company Name	Industry Name	Factor	Implications	Authors' Suggestions
10	JPMorgan Chase	Banking & Financial Services	Think	Ethical leadership and strategic foresight in financial services.	Embed dharma-based ethics and long-term vision in banking.
11	Samsung Electronics	Technology & Electronics	Sync	Synchronizes innovation, manufacturing, and market demands efficiently.	Foster alignment between R&D, production, and customer needs.
12	ExxonMobil	Oil & Gas	Ink	Transparent sustainability reporting and regulatory compliance.	Promote accountability and transparency in environmental practices.
13	Toyota Motor Corporation	Automotive	Sync	Lean manufacturing and Just-In-Time (JIT) synchronise resources and processes efficiently.	Emphasize harmony in workflows and respect for people, akin to 'Samanvaya'.
14	Nestlé S.A.	Food & Beverage	Ink	Transparent sourcing and sustainability reporting.	Advocate for ethical transparency and consumer trust.
15	Procter & Gamble	FMCG	Think	Reflective innovation focused on consumer needs and sustainability.	Integrate mindfulness and ethical foresight in product development.
16	Walmart Inc.	Retail	Sync	Synchronizes supply chain, logistics, and customer service globally.	Foster operational harmony for efficiency and customer satisfaction.
17	Intel Corporation	Semiconductors & Technology	Ink	Detailed documentation and transparency in technology development.	Promote rigorous knowledge management and ethical transparency.
18	Coca-Cola Company	Beverages	Sync	Aligns marketing, production, and sustainability initiatives.	Encourage harmony between business goals and social responsibility.
19	Pfizer Inc.	Pharmaceuticals	Think	Ethical innovation and strategic foresight in healthcare solutions.	Embed dharma-based ethics and long-term vision in pharmaceutical R&D.

S.No	Global Company Name	Industry Name	Factor	Implications	Authors' Suggestions
20	Shell plc	Oil & Gas	Ink	Transparent environmental reporting and compliance.	Advocate for accountability and clear communication of sustainability efforts.
21	IBM Corporation	Technology & Consulting	Sync	Coordinates global consulting and technology services for client success.	Foster integrative leadership balancing diverse client needs and innovation.
22	Visa Inc.	Financial Services	Think	Visionary leadership in secure and ethical financial transactions.	Promote ethical foresight and customer trust in financial services.
23	Netflix Inc.	Entertainment & Media	Ink	Transparent content policies and data management.	Encourage clear communication and ethical transparency in media.
24	Unilever PLC	FMCG	Sync	Aligns sustainability goals with global operations and marketing.	Foster harmony between profit and purpose for sustainable growth.
25	Cisco Systems	Technology & Networking	Think	Reflective innovation and ethical leadership in networking solutions.	Integrate mindfulness and ethical foresight in technology development.

5) Practical Implications

The Think-Ink-Sync framework offers several actionable insights for contemporary organisations seeking to enhance leadership effectiveness and organisational rejuvenation as below :

- Ethical Leadership and Strategic Foresight (Think): Leaders should cultivate mindfulness and engage in deep ethical reflection to align organizational goals with Dharma, ensuring decisions promote long-term sustainability and societal well-being. Training programs incorporating Vedantic and Jnana Yoga principles can enhance leaders' cognitive and ethical capacities.
- Knowledge Management and Disciplined Execution (Ink): Organisations must institutionalize rigorous documentation and knowledge codification practices inspired by Karma Yoga and Arthashastra. This fosters accountability, clarity, and precision in translating strategic vision into operational plans, critical for navigating complexity and digital innovation.

- **Team Cohesion and Organizational Harmony (Sync):** Promoting equanimity (Sthitaprajna) and synchronizing individual and collective efforts strengthens organizational culture and employee well-being. Practices that encourage collaboration, emotional regulation, and shared purpose can rejuvenate organizations and sustain performance amidst volatility.
- **Navigating Digital Transformation:** Embedding mindfulness and ethical frameworks into digital initiatives ensures technology adoption aligns with organizational values and mitigates risks associated with rapid change. This holistic approach supports adaptive leadership and responsible innovation.
- **Sustainable Organisational Growth:** By integrating spiritual intelligence with pragmatic management, organisations can foster holistic growth that balances economic success with ethical stewardship and social responsibility.

6) Suggestions for Implementation of Think-Ink-Sync framework

Implementing the Think-Ink-Sync framework requires commitment at all organizational levels, supported by leadership development programs, cultural interventions, and continuous learning mechanisms. This approach not only addresses immediate management challenges but also builds enduring organisational rejuvenation and ethical integrity, Refer to Table 5 given below:

Table 5 showing suggestions for implementations of Think-Ink-Sync framework

Area	Suggestion	Expected Outcome(s)
Leadership Development	Initiatives to Incorporate mindfulness, ethical reflection, and Indian philosophical teachings into training programs	Enhanced social intelligence, ethical decision-making, and servant leadership
Communication	Utilise digital platforms for transparent, clear documentation and sharing of ideas	Improved clarity, accountability, and knowledge retention
Strategy Execution	Establish real-time feedback loops and synchronization mechanisms using digital tools	Increased agility, alignment, and responsiveness
Organisational Culture	Foster a values-based culture inspired by Indian philosophy emphasising Karma, Dharma and ethical conduct	Higher trust, employee engagement, and ethical resilience
Technology Adoption	Integrate AI and collaboration tools with ethical guidelines inspired by Indian philosophy	Responsible innovation and balanced digital transformation

7) Directions for future research:

Table 6 showing Future Research Directions

Sl NR	Direction	Description
1	Empirical validation of Think-Ink-Sync	Conduct empirical studies to validate the effectiveness of Think-Ink-Sync in various organisational settings.
2	Exploring the role of Think-Ink-Sync in digital transformation	Investigate the application of Think-Ink-Sync in digital transformation and its impact on organisational performance.
3	Developing a measurement scale for Think-Ink-Sync	Develop a measurement scale to assess the level of Think-Ink-Sync in individuals and organisations.
4	Investigating the impact of Think-Ink-Sync on employee well-being	Examine the impact of Think-Ink-Sync on employee well-being, including its effects on stress, motivation, and job satisfaction etc.,
5	Comparative analysis of Think-Ink-Sync with other leadership frameworks	Compare the effectiveness of Think-Ink-Sync with other leadership frameworks in various organisational settings.
6	Integrating Think-Ink-Sync with other disciplines	Integrate Think-Ink-Sync with other disciplines such as psychology, sociology, and philosophy to develop a more comprehensive understanding of leadership and organisational behavior.
7	Exploring the role of Think-Ink-Sync in sustainability	Investigate the application of Think-Ink-Sync in sustainability and its impact on organisational sustainability.
8	Developing training programs for Think-Ink-Sync	Develop training programs to help organisations implement Think-Ink-Sync and improve leadership development.
9	Creating a toolkit for Think-Ink-Sync	Create a toolkit for organisations to implement Think-Ink-Sync, including guidelines, templates, and case studies.

8) Summary Table of Philosophical Concepts and Management Applications

Table 7 summarised table of concepts used and management applications with benefits

Factor	Indian Philosophy Concept	Management Application	Key Benefits
Think	Dharma, Jnana, Chintana (Reflection, Ethics, Wisdom)	Ethical leadership, strategic foresight, mindful innovation	Trust, sustainability, risk mitigation
Ink	Preservation of knowledge, transparency, accountability	Documentation, knowledge management, transparent communication	Organizational memory, clarity, compliance
Sync	Samanvaya (Harmony, Integration, Coordination)	Stakeholder alignment, process synchronization, sustainable growth	Agility, stakeholder trust, inclusive growth

9) Conclusion

The Think–Ink–Sync framework is validated by diverse company specific case studies demonstrating its practical relevance. Reflective cognition (Think) ensures ethical and systemic awareness; clear articulation and documentation (Ink) foster towards transparency and learning; and alignment and synchronisation (Sync) enable agile, coherent organisational action(s).

By embracing the Think-Ink-Sync framework, organisations can promote sustainable performance, enhance employee well-being, and contribute to a more responsible and conscious business environment. By pursuing these future directions, researchers and practitioners can further develop the Think-Ink-Sync framework and promote its adoption in organisations, ultimately contributing to a more sustainable and responsible business environment.

The “Think - Ink - Sync” framework offers a holistic, value-driven approach to modern management inspired by Indian philosophy. It encourages leaders and organisations to:

- Think deeply and ethically about their impact and vision.
- Ink their knowledge and processes transparently for clarity and learning.
- Sync their diverse elements harmoniously for sustainable and inclusive success.

This framework is universally applicable across industries and geographies, as demonstrated by the Indian and global companies that embody these principles in their management practices. Customisation of these elements in an appropriate combination will definitely support sustainable, ethical and adaptive management in complex environments. Grounded in Indian philosophical wisdom, the study undertaken offers a robust framework for modern management. It bridges ancient ethical and cognitive insights with contemporary challenges of digital transformation and complex organisational dynamics.

Ultimately, the Think-Ink-Sync framework has the potential to inspire new research, spark innovative practices and also promote holistic leadership development. Its integration of ancient Indian philosophical wisdom with modern management practices offers a unique and refreshing perspective on leadership development and organisational rejuvenation and sustainability.

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