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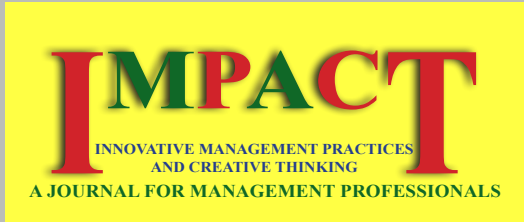
INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS

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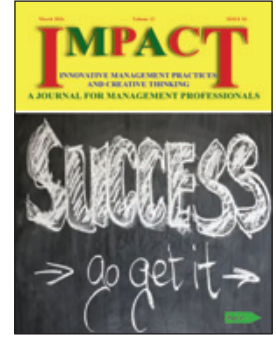
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Dear Readers,

Conflicts and War

The ongoing conflict involving the United States, Israel, and Iran is often presented as a straightforward military confrontation aimed at stopping Iran's nuclear ambitions and defending regional security. Officially, Washington and Tel Aviv argue that their strikes are meant to weaken Iran's nuclear infrastructure and reduce the threat posed by its missile program and regional proxy networks. Indeed, recent joint operations have targeted hundreds of Iranian military installations, missile facilities, and leadership structures.

Yet wars of this magnitude rarely occur for a single declared reason. Beneath the visible military objectives lies a complex web of strategic, political, and economic calculations that may constitute the deeper meaning behind the confrontation.

One possible underlying motive relates to geopolitical dominance in the Middle East. Iran has, over the past two decades, built an extensive network of allied groups across the region, often referred to as the "Axis of Resistance," including organizations in Lebanon, Gaza, and Yemen. This network challenges the strategic influence of both Israel and the United States. Weakening Iran could therefore reshape the regional balance of power and secure long-term strategic advantages for their allies in the Gulf and the wider Middle East.

Another dimension is economic: instability in the Persian Gulf directly affects global oil and gas markets. The disruption of Iranian energy exports and tensions around the Strait of Hormuz have already shaken global financial markets and energy supply chains, demonstrating how geopolitical conflicts can have significant geoeconomic consequences.

There is also a powerful political narrative shaping the war. Leaders often frame such conflicts in ideological or even religious terms to mobilize domestic support and justify military action. Analysts note that religious language and civilizational rhetoric are sometimes used to present the conflict as a moral struggle rather than a geopolitical contest.

Such narratives can strengthen political legitimacy at home while rallying allies abroad.

Ultimately, the U.S.–Israel–Iran confrontation illustrates how modern wars are rarely driven by a single cause. They are the product of intersecting interests—security, influence, resources, and ideology.

Understanding these deeper layers is essential, for behind the battlefield lies a far more complex contest over power, strategy, and the future order of the Middle East.

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Mr. R. Venugopal

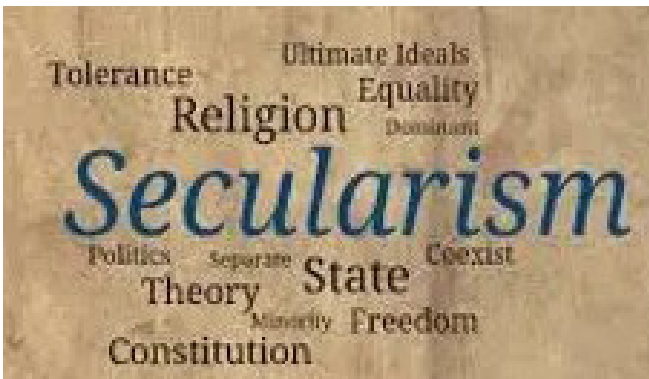
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How To Achieve Success?

Success is a word that fascinates and enamors every person in this world.

Who does not pine for success- Executive, Politician, Worker, Student, Home Maker, Religious Leader, Teacher and whom not. Even the Thief who plans to rob, prays to God for success in his “ Mission”.

What is Success?

A simple definition is-

A situation which is better than yesterday- in a family, in an office, in society, in the atmosphere, in the country and in the world.

Well, it is easy to define success as above.

But how to achieve it?

Ways for Success

1. First let us list out the ways for success in writing. Because the enumerated methods in writing are



more permanent and they can be always recalled. That is why, the adage says- I hear....I forget.

I see....I recall for a short while.

I write....I can recapitulate for some time but can not retain the basic rules.

I perform....I can the comprehend the Principles and follow them in my daily life, thereby making them a part of my existence.

What I understand will never leave me whereas what I don't understand will never stay with me.

2. For Success, there should always be an end result- Product or Service. So let us bring out some thing. Our efforts should not a mere chattering- Empty vessels make no sound.

3. A Successful person carries a smiling face- The proverb says “ You are not fully dressed unless you WEAR a smile”.

4. You must be visible- Out of Sight, Out of Mind.

5. Be an eternal Learner. Knowledge never ends. Things change every day. Run for knowledge and update every minute. Training is an integral part of life for gaining knowledge.

6. Time is common for all- 24 hours per day, 60 minutes per hour, 1440 minutes each day. No one gets more or less. How you use it is in your hands and how you plan to implement it, is individualistic. Plan your Work and Work your Plan.



THE FIRST STEP IS ALWAYS THE HARDEST

7. Don't worry about the Past- the Past can not come up- no amount of money or effort can bring back yesterday.

Don't fear about the Future- Life is uncertain. Nobody can predict tomorrow.

Every person who goes to sleep tonight can't be sure of getting up in the next morning.

8. Accept the life as it is. Accept your self with your strengths and weaknesses.

Accept your parents.

Accept your friends, Near and Dear.

But you can always try to improve after accepting yourself.

Then you can attempt to improve others.

9. Change is part of Life.

Nothing is Permanent, but nothing stops you from going on trying- a person who is physically handicapped, tries to learn walking and falls down 39 times but succeeds the 40th time. The Mother

Earth appreciates that person saying “ You have not failed 39 times, they were trials and you won in your 40th trial”.

10. A husband unfortunately loses his wife and at her funeral, he goes on crying, “ If I had known your end would come so soon, I would have loved you more, I would have spent more time with you, instead of running after money, name and fame.

But a successful person never regrets saying “ I should have done this, I should have cared for you more and more etc...”

11. What you sow, so you will reap.

The harvest depends on the quality of seeds, how they are nourished and taken care of , how you anticipate natural catastrophes like heavy rains, tempest and invasion of insects. According to these preparations, the results will be good or bad.

But if you are pessimistic and don't sow at all, there will be no results at all.

12. Be on a perennial search.

The adage says-

See....you will get vision.

Ask...you will be given.





Search....you will get. Some times you will get what you did not search too and it may be a rare diamond.

Thus what you become is in your hands and you will reach Hell or Heaven.

13. Never assume anything without verification, because such assumptions are dangerous and poisonous. Any object can be White or Black or it can be Grey too! It depends upon the usage- nothing in this world is good or bad. A knife is

good when a Surgeon uses it to save a life but the same knife becomes a weapon when a terrorist uses it to kill a person.

Food for Thought

My formula is simple- I get up in the morning and go to bed at night. In between I occupy myself as best as I can. Life is as simple or as complicated as we make it. Life is not complicated but people are. Don't stress about things which you can't change or control.

-CARY GRANT.

R. Venugopal

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



Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:

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How to Transition Your Wealth Without Diluting Your Values in Indian Context

Wealth, Values and the Indian Ethos:

In India, wealth has never been viewed merely as a monetary figure. From the Arthashastra to modern Indian families, wealth has been a means to sustain dignity, support society, uphold dharma (duty), nurture relationships, and enable future generations. However, in an era of rapid economic change, globalization, and shifting cultural paradigms, one of the most challenging questions for Indian families—especially affluent ones—is:

How to transfer wealth to the next generation without eroding the core values that gave rise to it?

This is not just a financial question; it is a moral, psychological, and social challenge. The task is to ensure that wealth becomes legacy—not only in terms of assets but also in terms of principles, responsibilities, character, and purpose.



1. Understanding the Indian Value System

1.1 The Roots of Indian Family Values

Indian family structures, traditionally, were joint in nature—multiple generations living together, sharing responsibilities, and upholding collective honour. The family, not the individual, was central. With this came values such as respect for elders, prioritizing education, duty to community, and religious or spiritual grounding.

Even today, though nuclear families are more common, the cultural memory of collective responsibility persists. Thus, wealth transition in India must account for:

Family honour and reputation:

Respect for elders and ancestors.

Duty towards extended family and society.

Spiritual and cultural priorities alongside material well-being

1. Wealth in Indian Spiritual Context

In Indian traditions, wealth (artha) isn't standalone; it is one of the Purusharthas—the goals of human life—alongside righteousness (dharma), pleasure (kama), and liberation (moksha). Wealth without



values is seen as purposeless or even harmful. This philosophical foundation must inform any modern wealth transition strategy.

2. The Challenge: Wealth Transfer vs. Value Dilution

The dilemma modern Indian families face is not just how much wealth to transfer, but how well to transfer it.

The key risks include:

Loss of Purpose

When wealth is transferred without context, younger generations may:

Become complacent

Lose drive to excel

See wealth as entitlement rather than responsibility

Cultural Disconnection

Globalization, career mobility, and individualism can disconnect heirs from the cultural or spiritual values that guided the family.

Family Conflict

Wealth without clear purpose can fuel disputes, insecurity, and fragmentation.

3. The Four Pillars of Value-Preserving Wealth Transition

To bridge the gap between financial transfer and values preservation, Indian families can build a framework based on four pillars:

PILLAR I: Defining and Articulating Family Values

Create a Living Family Vision

Wealth transition begins by defining:

What the family stands for/Its core values

The purpose of wealth

A well-crafted Family Vision Statement addresses:

Why the family has wealth

How it should be used

What behaviors are expected of heirs

Example Values for Indian Families

Respect for elders and traditions

Commitment to education and learning

Service to society (seva)

Financial prudence and entrepreneurship

Ethical conduct in business

It should not be a static document but periodically revisited.

Engage All Stakeholders

This means including:

Parents and grandparents

Adult children

Next generation heirs

Trusted advisors (legal, financial, psychological)

A shared conversation fosters ownership and alignment.

PILLAR II: Financial Education with Ethical Grounding

Wealth without understanding leads to waste, entitlement, or drift. Education must go beyond numbers to include values.

Financial Literacy Programs

Teach heirs:

Financial planning and budgeting

Investment fundamentals

Risk and reward

Taxation basics

Philanthropy principles

In Indian context, this must be integrated with ethical grounding:

Wealth as responsibility to society

Avoidance of unethical gains

Sustainability and long-term thinking

Example:

A multi-year education plan where heirs attend workshops on finance, ethics, entrepreneurship, and Indian value systems.

Mentoring and Experiential Exposure

Live learning shapes character:

Seconding heirs to run a family business division

Involvement in family's social causes

Cross-cultural exposure to understand diverse social realities

This discourages detachment and builds empathy.

PILLAR III: Structured Wealth Transfer Mechanisms

A value-aligned transition requires more than wills. It requires intentional mechanisms that balance flexibility with responsibility.

Trusts and Legacy Vehicles

Modern Indian families increasingly use:

Family Trusts

Charitable Trusts

Private Family Offices

Benefits:

Smooth succession

Continuity beyond individual lifespan

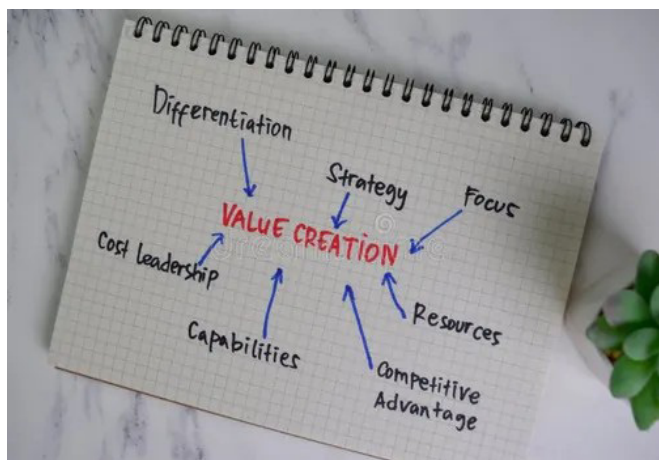
Governance structures

Trust documents must include:

Value expectations

Decision-making protocols

Clear role definitions



Conditional Transfers

Rather than unconditional inheritance:

Release capital upon completion of education

Gradual vesting based on milestones

Performance incentives aligned with family values

This ensures heirs don't take wealth for granted.

Multi-Generational Charters

Create a Family Constitution with:

Values

Leadership succession plan

Conflict resolution processes

Governance rules

Example:

The Tata family's promoter trust model where wealth and decision rights are separated to preserve legacy and values.

PILLAR IV: Embedding Social Responsibility and Purpose

Indian tradition deeply connects wealth with dharma—responsibility to society.

Institutionalizing Philanthropy

Rather than ad-hoc giving:

Establish family-run foundations

Support causes aligned with values (education, health, rural development)

Involve heirs actively in grant decisions

This shapes empathy and social accountability.

Community Engagement

Encourage heirs to:

Mentor youth

Volunteer in community projects

Visit underserved regions

Learn from grassroots leaders

This fosters humility and purpose beyond self-interest.

Case Studies in the Indian Context:

Successful Transitions

Case A: The Educational Legacy Family

A family where the patriarch was a renowned



educator. Wealth generation came from publications and education services. For transition:
 Children were mandated to teach in grassroots institutes
 Half the family income funded scholarships annually
 A 'family vision workshop' was held every two years
 Result:
 A strong sense of service
 Preservation of educational ethos
 None of the children lived with entitlement

Case B: The Entrepreneurial Family with a Social Mission:
 A manufacturing family aligned business growth with community welfare:
 Profit sharing tied to community impact indices
 Next generation spent a year in NGO immersion before assuming leadership roles
 A legacy trust supports rural innovation projects

Challenges Observed:
 Case C: Dilution through Lack of Vision
 A wealthy business family transferred capital without discussing ethical use. Consequences:
 Heirs saw wealth as default security
 Conflicts emerged
 Some lost interest in family business
 Wealth became fragmented
 Lesson: Money without mission weakens values.

Modern Influences and How to Navigate Them:
 Globalization
 Exposure to Western ideas can inspire innovation but also dilute traditional values if unanchored.

Families should:
 Encourage cultural grounding
 Blend best global practices with Indian value frameworks

Digital Age and Youth:
 Modern Indian youth are digital natives. To engage them:
 Use technology in education modules
 Connect values with digital platforms (podcasts, storytelling apps)
 Showcase role models who blend ethics with success

Individual Identity vs Collective Legacy:
 Balance personal aspirations of heirs with collective family values through:
 Open dialogue
 Mentorship
 Encouraging personal purpose aligned with family mission

Psychological Dimensions of Wealth and Values:
 Identity Formation
 Wealth can distort self-worth if not balanced by achievements and purpose. Families must:
 Encourage meaningful contributions
 Recognize efforts, not just outcomes
 Support personal growth journeys

Handling Entitlement and Anxiety

Heirs who inherit wealth may feel:
 Entitlement
 Anxiety about expectations
 Identity crisis

Solutions:
 Professional counselling
 Family retreats for reflection
 Value-based storytelling

Example:
 Regular storytelling sessions about ancestors' struggles help heirs appreciate the journey behind wealth.

Practical Action Plan for Indian Families:

Step 1: Vision Retreat An annual family retreat to articulate values, purpose, roles, and shared goals.

Step 2: Family Constitution Draft Draft a living document that covers:

Values

Succession approach:

Roles and responsibilities

Conflict resolution

Step 3: Education & Mentoring Roadmap A 3–5 year plan to train heirs:

Financial literacy

Ethical leadership

Social responsibility

Step 4: Purpose-Driven Wealth Allocation Define:

Personal allocations

Growth investments

Philanthropic reserves

Step 5: Quarterly Accountability Meetings Assess progress on:

Financial goals

Value adherence

Social impact benchmarks

Wealth as a Vehicle for Legacy, Not Luxury:

Transitioning wealth in India is more than financial inheritance. It is a transmission of identity, values, duty, and purpose. Without anchoring wealth in deeply held values, families risk creating wealth that is hollow, unanchored, or even counter-productive.

However, when wealth is transitioned with intentionality—grounded in Indian ethical traditions of dharma, seva, family honor, and responsible prosperity—it becomes a force for good:

For the family

For the community

For society at large

In the timeless Indian context, wealth thus becomes not a burden or entitlement, but a sacred trust—to be nurtured, honoured, and passed on with meaning.

Author: Amrit Verma,
Wealth Creation Advisor

Fresher's Required for Digital Marketing

- * **Fire to Achieve**
- * **Willing to Learn and Grow**

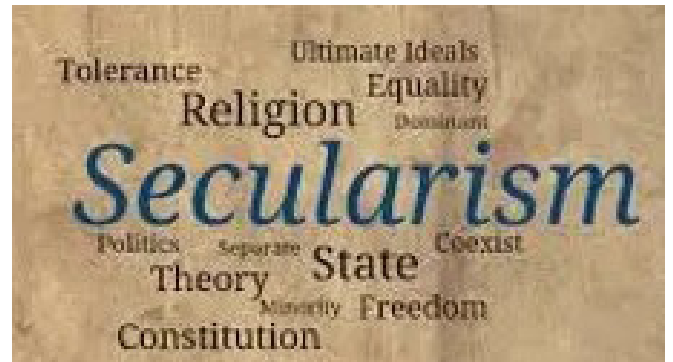
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There Is No Need For The Western World To Preach Secularism To Indians

Secularism was born in India long before civilization was born in the rest of the world. The very first chapter of RIGVEDA (1-89-1) says in Sanskrit, "Aano bhadraah kratavo yantu vishwatah," which means "Let noble thoughts come from every side of the Universe," which is the very essence of Secularism.

More than two thousand years ago, poet Thiruvalluvar says in Kural 423 (Epporul) "It is wise to discern truth and accept it, whosoever says it."

Poet Kavichakravarthy Kambar who wrote the KAMBA RAMAYANAM in the 8th Century, says in the 309th stanza of the first Kandam known as "Bala Kandam" "Young Rama and his three brothers used to go to the groves outside the city of Ayodhya in the mornings, stay with the people until dusk and return to the city. Whenever people saw



these princes, the people would become happy and would pray the Gods of their respective faiths to bless them to be like King Dasaratha and Kausalya.

In all the above three instances, it is abundantly clear about how Secularism was preached (by our forefathers), which gave everyone freedom to worship the deity of their choice. Therefore, no one from the Western world need give lectures to us on Secularism, which is inherent in the Hindu philosophy.

Did you know ... ?

"Many of the advances in the sciences that we consider today to have been made in Europe were in fact made in India centuries ago."

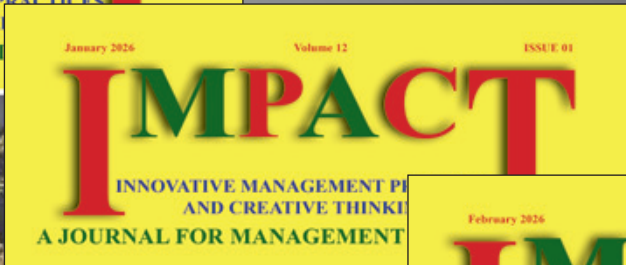
**- Grant Duff
British Historian**

Dr. H.V. Hande

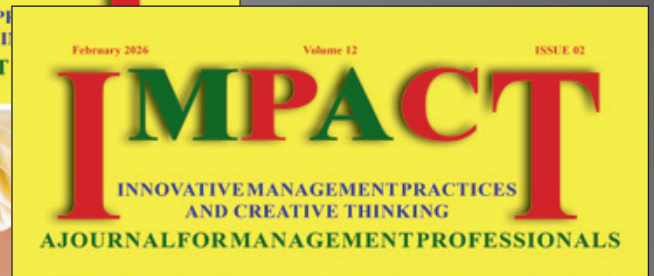
*Former Health Minister of
Government of Tamilnadu.
Founder & Director of
Hande Hospital.*



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Barriers for Working Women to Upskill Themselves to Enhance Their Career Growth

In today's rapidly evolving professional landscape, continuous learning and skill enhancement are crucial to career progression. With technological advancements, globalization, and dynamic job requirements, upskilling has

emerged as a necessity rather than an option. However, for working women, the journey toward acquiring new skills and advancing careers is often fraught with unique and multifaceted barriers. Despite growing awareness of gender equality, systemic obstacles continue to limit women's access to upskilling opportunities, ultimately hindering their career growth, economic participation, and leadership representation.

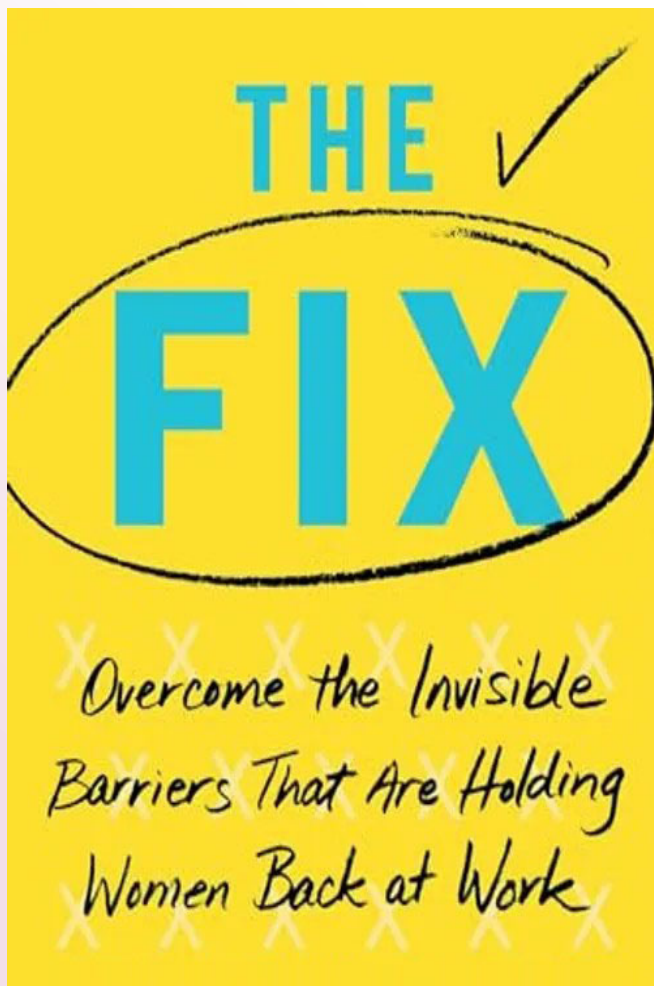
Let's explore the major barriers faced by working women while upskilling, delving into structural, social, economic, psychological, and cultural factors that create persistent gaps.

Time Constraints and Work–Life Balance Challenges:

One of the most significant barriers for working women in skill development is the challenge of managing time effectively between professional responsibilities and personal obligations.

Double Burden of Work;

Women often bear a disproportionate share of domestic responsibilities, including childcare, eldercare, household chores, and emotional labour within families. Even when working full-time, women frequently function as the primary



Inadequate Institutional Support:

Employers often provide limited assistance for professional development. A lack of funded training programs, educational sponsorships, or scholarship schemes targeted specifically at women exacerbates the financial barrier.

Gender Bias and Occupational Stereotypes:

Structural inequalities and gender-related biases in the workplace and society at large significantly impact women's motivation and opportunities to upskill.

Stereotypical Perceptions:

Prevailing social norms often pigeonhole women into roles considered "less technical" or "non-leadership" oriented. These stereotypes influence women's confidence to pursue certain types of skills, especially in fields like STEM (Science, Technology, Engineering, Mathematics), finance, or IT, where women are underrepresented.

Organizational Bias:

Unconscious bias in organizations may deprioritize women's development needs. Employers may offer fewer opportunities for technical training or promotions to women, assuming other career breaks or family commitments.



Psychological Barriers and Confidence Gap:

Beyond structural and economic obstacles, psychological factors play a crucial role in influencing working women's pursuit of upskilling.

Imposter Syndrome:

Many women experience "imposter syndrome," a psychological pattern where individuals doubt their abilities and fear being exposed as a "fraud." This can limit women from applying for advanced certifications, leadership programs, or competitive courses.

Fear of Failure:

The fear of not being able to succeed, especially in male-dominated fields, can discourage women from taking risks, seeking mentorship, or enrolling in challenging upskilling programs.

Lack of Role Models and Mentorship:

Access to role models and mentors is a powerful catalyst for career growth and learning motivation. Unfortunately, women have historically been underrepresented in top leadership roles.

Scarcity of Women in Leadership:

When women do not see others like themselves in senior roles, it becomes harder to visualize their own potential career trajectory. This lack of representation can deter women from pursuing high-level skills or leadership development.

Limited Mentorship Networks:

Professional mentorship networks, especially in technical or corporate sectors, are often dominated by men. Women may find it challenging to access guidance, sponsorship, and encouragement that are critical to navigating career-enhancing opportunities.



Cultural & Social Expectations:

Cultural norms influence societal expectations regarding gender roles, often shaping women’s educational and career paths.

Traditional Gender Roles:

In many cultures, women are expected to prioritize family care over career ambitions. Pursuing additional skills can be perceived as selfish or inappropriate, leading to societal pressures that limit women’s professional advancement.

Societal Judgment:

Women who choose to step beyond traditional roles may face criticism or discouragement from their families or communities, reducing their confidence to pursue long-term upskilling goals.

Technological Barriers:

While digital tools and online platforms have democratized access to learning, technological barriers still impact women disproportionately.

Digital Divide:

Women, especially in rural or socio-economically disadvantaged communities, often have less access to technological devices or reliable internet services, constraining their ability to participate in online courses or virtual training.

Tech Skill Gap:

Lack of foundational digital literacy can make advanced courses seem intimidating. Without basic skills or confidence in technology usage, women may be less inclined to pursue further training.

Organizational Policies and Lack of Supportive Ecosystems:

The absence of gender-sensitive policies in workplaces can restrict women’s opportunities for skill enhancement.

Lack of Flexible Work Policies:

Without options like remote work, flexible hours, or training leave, women struggle to schedule formal learning amidst their work and home commitments.

Career Advancement Pathways:

Some companies lack transparent pathways for career progression that tie certifications or skill achievement to promotion criteria. When advancement seems arbitrary, women are less motivated to invest time in upskilling.

Psychological Safety and Learning Environments:

The environment in which women pursue learning also affects their engagement and success.

Hostile Workplace Cultures:

Workplaces that do not foster inclusivity, or where women experience microaggressions, discrimination, or harassment, create environments that discourage women from seeking further development.

Competitive Learning Spaces:

Learning environments that are competitive but not supportive can intimidate women from

participating fully, especially when they are the minority in a program.

Opportunities and Solutions:

Understanding barriers is the first step toward designing solutions. Below are key opportunities to support women's upskilling:

Policy Reforms:

Organizations should design gender-sensitive policies, including flexible work hours, skill leave, and supportive performance evaluation frameworks.

Governments and institutions should create funded upskilling programs tailored for women.

Mentorship and Sponsorship Programs:

Establish strong mentorship networks for women.

Promote sponsorship—where leaders actively advocate for women's advancement.

Financial Assistance:

Scholarship schemes, stipends, and subsidized education for women can reduce financial barriers.

Employers can cover course fees or reimburse learning expenses.

Technological Access and Digital Literacy:

Strengthen digital literacy training for women at grassroots levels.

Provide access to affordable devices and internet connectivity.

Inclusive Organizational Culture:

Build psychologically safe environments where women feel encouraged to learn and grow.

Conduct unconscious bias training for leaders to invest in women's development proactively.

Upskilling remains one of the most important drivers of career growth in the modern economy. Yet, for millions of working women around the world, a range of barriers—ranging from time and financial constraints to cultural norms and psychological challenges—impede access to learning opportunities. Addressing these barriers demands multi-pronged efforts from policymakers, organizations, communities, and families.

Breaking these barriers not only empowers individual women but also enriches workplaces, enhances economic productivity, and promotes more equitable societies. The future of work must be inclusive, where every woman has equal access to opportunities for growth, advancement, and lifelong learning.

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-3

“CLARITY REPLACES COMFORT”

ABSTRACT

This paper explores the integration of Indian philosophy into modern management practices, highlighting the profound adage “Clarity Replaces Comfort”. It emphasises the necessity for organisations to shift from conventional comfort zones to embrace clarity as a guiding principle in decision-making and operations. Drawing inspiration from The Thirukkural, particularly Kural 93, which states, “The wise man analyses circumstances and acts accordingly,” the study underscores the importance of discerning clarity in leadership, communication, and strategic planning through increased transparency and ethical standards. Additionally, insights from The Arthashastra crafted by Kautilya are noteworthy, where Kautilya emphasises the importance of strategic clarity for achieving success in governance and management. The findings therein suggest that clarity fosters a culture of accountability, innovation, and sustainability within organisations. By drawing on ancient philosophical tenets, the study advocates for enhancing leadership, communication, and strategic planning through increased transparency, ethical standards and augmenting coherent objectives. By prioritising clarity, businesses can achieve not only improved performance but also greater employee engagement and satisfaction. This paper contributes to the field of management by providing a conceptual framework that connects

philosophical insights with practical organisational strategies. The case analysis of few organisations in Indian and abroad also value adds to the objective of this research paper. The comparative insights of organisation with author’s point of view is also a pointer for organisations in the future.

Key Words:

Indian Philosophy, The Thirukkural, The Arthashastra, Modern Management, Clarity, Comfort, Leadership, Communication, Strategic Planning, Transparency, Ethical Standards, Sustainability.

1) Introduction:

In the contemporary organisational landscape, where complexity and rapid change are constants, the traditional preference for comfort often manifests as ambiguity, vague communication, or avoidance of difficult truths which can hinder growth, innovation, and employee engagement. The concept of “Clarity replaces Comfort” challenges this norm by advocating for transparent, direct, and unambiguous communication as a fundamental driver of organisational success. This principle emphasises that true progress and high performance emerge when organisations prioritise Clarity over the ease of Comfort.

Clarity involves setting explicit expectations, defining roles clearly, and fostering open dialogue, which collectively build trust, accountability, and psychological safety. By replacing comfort with clarity, organisations empower employees to understand their purpose, align with strategic goals, and engage fully in their work. Organisations navigate through increasingly dynamic markets and complex challenges, embracing Clarity becomes not just a communication strategy but a transformative cultural shift. This introduction explores the significance of this principle, its practical application across diverse organisations, and its critical role in fostering resilient, agile, and high-performing workplaces.

2) Objectives:

- To offer an aspect-based comparative insight on Clarity replaces Comfort in the lens of The Thirukkural and The Arthashastra
- To provide a conceptual framework for Clarity replaces Comfort
- To study the Indian philosophical principles and modern management practices by case analysis of organisations in India and abroad on this theme
- To offer suggestions based on the study

3) Review of Literature:

This section as in Table 1 pertains to Philosophical Foundations of Management

SL NR	Author & Year	Key Concepts	Findings	Examples *	Suggestions *	Implications*
1)	Raghunathan, S. (2011)	Sutras of Patanjali	Stress management through mindfulness.	Implementation of mindfulness programs at Google.	Implement mindfulness training in management.	Improved employee well-being and productivity.
2)	Sen, A. (2009)	Capabilities Approach	Human development prioritizing ethical decision-making.	The World Bank's focus on equitable development.	Foster capabilities in employees.	A workforce more engaged in ethical practices.
3)	Gandhi, M. (1948)	Trustee Service	Ethical leadership promotes social responsibility.	Unilever's commitment to sustainable sourcing.	Train leaders in ethical leadership principles.	Enhanced corporate social responsibility.
4)	Sharma, A. (2022)	Values in Leadership	Ethical values crucial for effective management.	IBM's prioritization of ethical practices in decision-making.	Incorporate value-based leadership training.	Increased trust and morale in the organisation.

SL NR	Author & Year	Key Concepts	Findings	Examples *	Suggestions *	Implications*
5)	Verma, S. (2025)	Integrated Management Practices	UK multinationals benefitting from ethical practices.	The positive social impact of ethical banks.	Conduct cross-cultural management workshops.	Improved adaptability in diverse markets.
6)	Sun, P (2024)	Research philosophy in management studies	Emphasises the role of philosophical perspectives	Comprehensive review of management research methods	Integrate philosophical frameworks in research	Enhances rigor and depth in management research
7)	Joullie, J. E. (2015)	Western philosophies and management significance	Reviews key Western philosophies relevant to management theory and practice	Application in management consulting and education	Use philosophical foundations to inform management practice	Strengthens theoretical and practical management frameworks
8)	Joullie, J. E. (2016)	Philosophical origins of management thought	Management themes have deep philosophical roots of power and human relations	Analysis of management education curricula	Incorporate philosophy in management education	Better understanding of management dynamics
9)	Rabetino, R. (2021)	Philosophical foundations of strategic management	Strategic management literature is grounded in diverse philosophical traditions	Co-citation and content analysis of strategic literature	Re-examine strategic theories through philosophy	More nuanced and robust strategic management theories
10)	Gould, A. (2016)	Historical philosophical movements in management thought	Explores key philosophical movements from antiquity to modern times	Chronological analysis of management philosophy	Use historical philosophical insights in teaching	Deepens theoretical foundations of management
11)	Gould, A. et al. (2023)	Western philosophies and management thought	Overview of Western philosophical traditions and their relevance to management	Application in management consulting and education	Integrate Western philosophical insights in management	Enhanced critical thinking and ethical leadership

3.2 Clarity in Decision Making

This section as in Table 2 pertains to 3.2 Clarity in Decision Making

Table 2 Showing Clarity in Decision Making

SL NR	Author & Year	Key Concepts	Findings	Examples*	Suggestions*	Implications*
1)	Mintzberg, H. (2009)	Strategic Management	Clarity is vital for strategic choices and performance.	Toyota's emphasis on clear strategic direction in manufacturing.	Adopt clear metrics for assessment.	Better strategic alignment and results.
2)	Investopedia (2025)	MBO Process and Benefits	Defining objectives, communicating them, encouraging participation, monitoring progress, evaluating results.	Implement structured MBO cycles with feedback loops.	Leading tech firms using MBO for quarterly targets.	Enhanced goal alignment and employee participation.
3)	Spider Strategies (2025)	Strategic Decision Making	Clear objectives combined with comprehensive data analysis and alignment with core values improve decision quality.	Organisations aligning decisions with vision and values.	Use data-driven clarity frameworks in decision processes.	Better strategic alignment and reduced ambiguity.
4)	Worksection (2024)	Decision Making Process	Effective decision making requires clarity in problem definition, alternatives evaluation, and choice justification.	Agile teams using clear decision protocols.	Train managers in structured decision frameworks.	Faster, more transparent decisions with accountability.
5)	Culture Partners (2025)	Organisational Clarity	Organisational clarity is essential for effective decision making and team alignment.	Companies with clear mission statements and transparent communication.	Develop clarity frameworks for teams and leadership.	Improved team cohesion and decision consistency.

SL NR	Author & Year	Key Concepts	Findings	Examples*	Suggestions*	Implications*
6)	Worxmate (2025)	MBO as Strategic Management Approach	Aligns organisational goals with individual performance through collaborative goal setting and clear metrics.	Use of MBO in performance appraisals and strategic planning.	Foster collaborative goal setting and regular reviews.	Increased accountability and measurable outcomes.
7)	Gray, D. (2025)	CLARITY Framework	A practical tool breaking down complex decisions into manageable steps	Use in teams and organisations for decision clarity	Apply CLARITY framework for complex decisions	Improved decision quality and reduced ambiguity
8)	Salvetti, F. et al. (2025)	Cognitive Clarity and Unbiased Decision-Making	AI conversational avatars can enhance unbiased decision-making and critical thinking	Use of AI avatars in training decision-makers	Integrate AI tools to improve cognitive clarity	Reduces bias and improves decision quality
9)	Julmi, C. (2025)	Decision Style Framework	Links individual decision styles with uncertainty and equivocality in tasks	Framework applied in organisational decision contexts	Assess decision styles to match task complexity	Better task-appropriate decision-making
10)	Hjelle, S. (2024)	Organizational Decision Making and Analytics	Information format, currency, and completeness reduce perceived task complexity	Analytics improving decision quality in firms	Improve data quality and presentation	Enhanced decision quality through better analytics
11)	Wolfberg, A. (2017)	Dark Side of Clarity	Excessive clarity can negatively affect knowledge production and decision-making	Intellectual journey analysis	Balance clarity with openness to ambiguity	Avoids rigidity and fosters innovative thinking

3.3 Comfort versus Clarity

This section as in Table 3 pertains to 3.3 Comfort versus Clarity

Table 3 Showing Comfort versus Clarity

SL NR	Author & Year	Key Concepts	Findings	Examples*	Suggestions*	Implications*
1)	Senge, P. (1990)	The Fifth Discipline	Learning organisations thrive on clarity in communication.	The open communication culture at Zappos.	Build a culture of open communication.	Enhanced collaboration and trust within teams.
2)	Joshi, R. (2015)	Indian Philosophical Paradigms	Advocates prioritising clarity over comfort in decision-making.	Cleansing meetings at companies for focused discussions.	Train employees to seek clarity over comfort.	Shift in organisational culture towards proactive engagement.
3)	Kumar, A. & Thakur, R. (2023)	Comfort vs. Clarity	Employees prefer clarity in hierarchies.	Flat organisational structures at startups, like Buffer.	Utilise clear reporting structures.	Improved decision-making and operational efficiency.

3.4 Insights from Kautilya's Arthashastra

This section as in Table 4 pertains to 3.4 Insights from Kautilya's Arthashastra

Table 4 Showing Insights from Kautilya's Arthashastra

SL NR	Author & Year	Key Concepts	Findings	Examples*	Suggestions*	Implications*
1)	Kautilya (4th Century BCE)	Governance and Strategy	Emphasises the significance of strategic clarity for successful governance.	Modern applications in Indian political strategy discussions.	Implement strategic planning workshops.	More effective governance and performance outcomes.
2)	Sharma, A. (2022)	Leadership and Ethics	Highlighted ethical leadership for sustainable management.	Indian NGOs focusing on ethical practices for social impact.	Develop ethical leadership programs.	Long-term organisational sustainability and trust.

SL NR	Author & Year	Key Concepts	Findings	Examples*	Suggestions*	Implications*
3)	Verma, S. (2025)	Indian Management Practices	Modern application of Kautilya's principles in management.	Use of strategic analysis in Indian corporations.	Use Kautilya's models for decision frameworks.	Enhanced adaptability and strategic foresight.
4)	Vindhya, N. S. (2025)	Strategic Principles from Arthashastra	Empirical exploration of time-tested strategic principles	Application in contemporary management practices	Integrate Arthashastra principles in strategy	Improved strategic decision-making and competitiveness
5)	Jain, G. (2025)	Corporate Strategic Thinking	Examines relevance of Arthashastra strategic management to corporate strategy	Corporate strategy development	Adopt Arthashastra-based strategic frameworks	More robust and culturally grounded corporate strategies
6)	Siddhanta Knowledge (2025)	Systems-Oriented Governance and Leadership	Systems approach to governance and organisational control	Leadership lessons from Arthashastra	Adopt systems-oriented governance models	More structured and effective organizational control
7)	Kumar, N. S. (1996)	Value-Based Management	Developed value-based management guidelines inspired by Arthashastra	Ethical leadership frameworks	Apply value-based guidelines in management	Stronger ethical foundations and leadership

3.5 Other Relevant Insights

This section as in Table 5 pertains to 3.5 Showing Other relevant Insights

Table 5 Showing Other relevant Insights

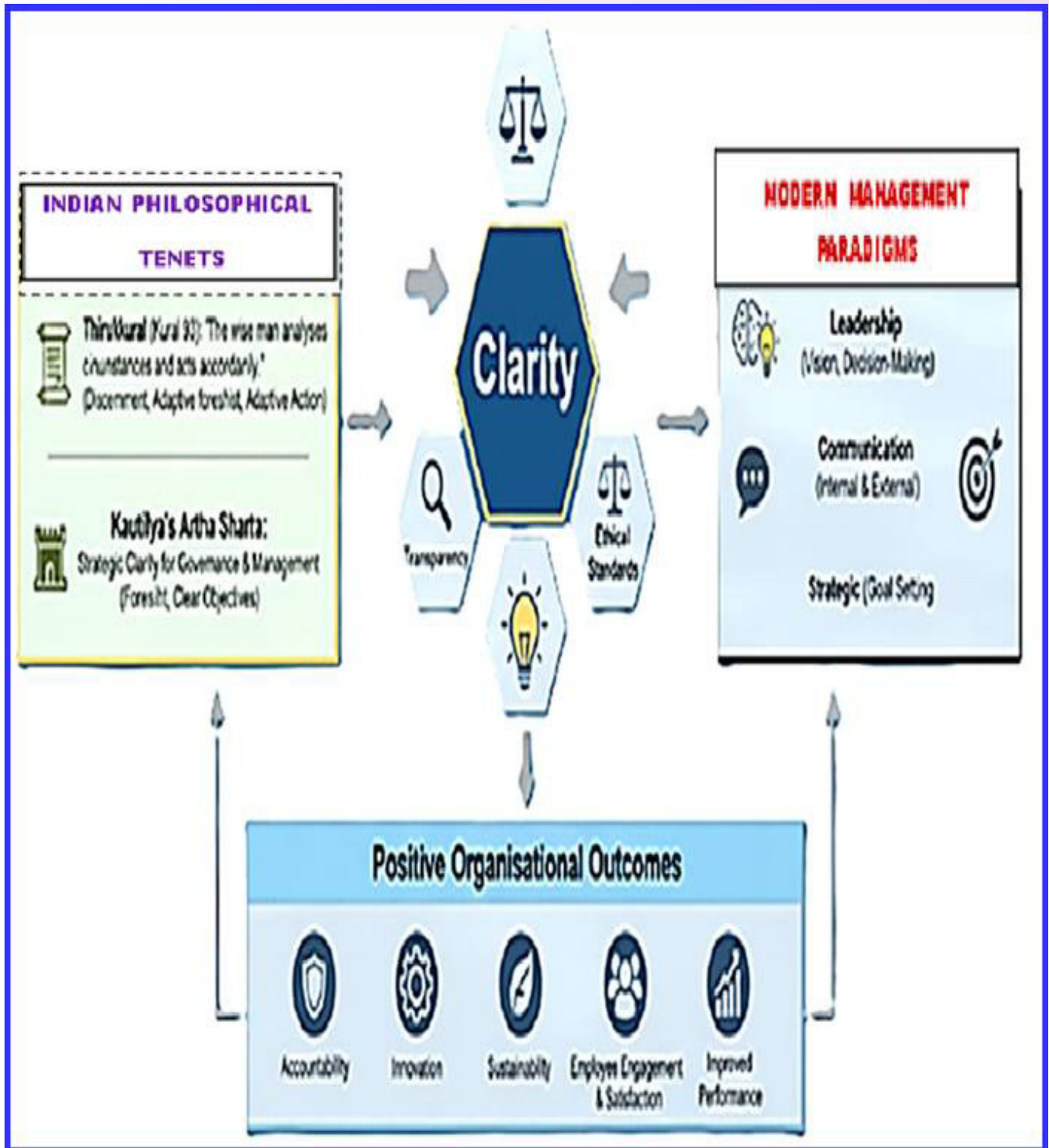
SL NR	Author & Year	Key Concepts	Findings	Examples*	Suggestions*	Implications*
1)	Gupta, R. (2020)	Organisational Adaptability	Clarity enhances adaptability in changing environments.	Procter & Gamble's ability to pivot quickly during economic shifts.	Streamline processes to improve clarity.	Organisations become more resilient to change.

SL NR	Author & Year	Key Concepts	Findings	Examples*	Suggestions*	Implications*
2)	Patel, D. (2023)	Employee Engagement	Clarity in roles leads to higher engagement levels.	Google's clear job expectations leading to high employee commitment.	Clarify job roles and expectations.	Increased employee satisfaction and retention.
3)	Chatterjee, A. (2021)	Cross-Functional Collaboration	Clear communication improves collaboration across teams.	Salesforce's focus on clarity in inter-team projects that boosts innovation.	Foster cross-departmental dialogue sessions.	Enhanced teamwork and project outcomes.
4)	Rao, S. (2023)	Change Management	Clarity during transitions reduces resistance to change.	Microsoft's transparent communication during major organizational shifts.	Develop communication plans for changes.	Smoother transitions and reduced employee anxiety.
5)	Iyer, N. & Singh, P. (2022)	Remote Work Dynamics	Clarity in remote job requirements is essential for productivity.	HubSpot's clear remote work guidelines that maintain productivity.	Create detailed remote work protocols.	Improved performance and accountability in remote settings.
6)	Thomas, R. (2020)	Decision-Making Processes	Clear frameworks enhance decision-making speed and quality.	Southwest Airlines' decentralized decision-making resulting in faster responses.	Implement clear decision-making policies.	More agile organizational responses to challenges.

*Note: This section includes a comprehensive review of relevant literature, along with specific examples in the view point of author along with suggestions and implications. This helps to highlight the practical applicability of the concepts discussed, enriching the overall content of the research paper. Also comprehensive examination of literature relevant to the integration of Indian philosophy into modern management practices and outlines actionable suggestions and their implications for organisations is also attempted.

4) Conceptual Framework for “Clarity replaces Comfort”

The Figure 1 indicates the conceptual framework for “Clarity replaces Comfort” as below:



Source : Author's own

Figure 1 A conceptual framework pertaining to Clarity replaces Comfort

4.1 Framework Overview

The conceptual framework in Figure 1 above integrates Indian philosophical principles with modern management practices, advocating for Clarity in various dimensions of management, such as leadership, communication, and ethical practices, which will be a suitable replacement for comfort in the point of view of the author as an ideal replacement, in the future.

Model Dimensions:

- Leadership: Emphasises ethical clarity in decision-making.
- Communication: Advocates transparent communication with clarity over ambiguous messaging.
- Strategic Planning: Prioritises clarity in goals and strategies.

4.2 Case Analysis of Organisations in India and abroad

Table 6 showing 25 Indian companies that demonstrate principles of clarity, ethical leadership, and effective communication in their operations

SL NR	Organisation & Sector	Practices in Clarity & Ethical Leadership	Examples of Implementation	Author's Suggestions
1	ACT Fibernet (Telecommunications)	Clear communication of service packages.	Simplified user contracts and FAQ sections.	Expand customer support hours for better accessibility.
2	Asian Paints (Manufacturing)	Employee engagement through clear job roles.	Regular training sessions for staff.	Foster a recognition program for outstanding performance.
3	Bajaj Finserv (Financial Services)	Ethical product offerings with clear communication.	Customer education programs on financial products.	Develop interactive tools for customer education.
4	Biocon (Biotechnology)	Clear ethical guidelines in research and development.	Transparency in clinical trial results.	Publish regular updates on ethical compliance.
5	Flipkart (E-commerce)	Transparency in customer service processes.	Customer feedback loops integrated into service.	Implement a customer satisfaction guarantee.
6	Godrej Group (Conglomerate)	Commitment to environmental sustainability.	Green building initiatives.	Enhance educational campaigns on sustainable products.
7	HCL Technologies (IT Services)	Employee engagement through clear career paths.	Transparent recruitment process.	Introduce a skills development program.

SL NR	Organisation & Sector	Practices in Clarity & Ethical Leadership	Examples of Implementation	Author's Suggestions
8	Hindustan Unilever Limited (FMCG)	Engagement through sustainable sourcing and practices.	Clear sustainability reports available publicly.	Increase public engagement on sustainability efforts.
9	ICICI Bank (Banking)	Transparency in loan processes and fees.	Clear disclosures in financial products.	Offer financial literacy workshops for customers.
10	Infosys (IT & Consulting)	Transparency in governance and communication.	Quarterly earnings calls and reports.	Enhance employee
11	Infosys BPO (Business Process Outsourcing)	Transparent service delivery models.	Regular updates and performance feedback.	Improve client feedback mechanisms for clarity.
12	Larsen & Toubro (Engineering & Construction)	Agile decision-making in project management.	Use of project management software for clarity.	Regular team reviews to assess project progress.
13	Mahindra & Mahindra (Automotive)	Commitment to ethical supply chain practices.	Sustainability initiatives and audits.	Focus on renewable energy sources in production.
14	Marico (Consumer Goods)	Transparency in ingredient sourcing and health claims.	Clear labeling on products.	Conduct campaigns promoting product benefits.
15	Paytm (Fintech)	Clear information on customer support services.	User-friendly help center and chat support.	Regular updates to FAQs based on user queries.
16	Reliance Industries (Conglomerate)	Ethical governance and community service initiatives.	Reliance Foundation's social impact projects.	Increase transparency in project outcomes.
17	Shree Cement (Manufacturing)	Commitment to sustainability in production.	Transparent CSR initiatives.	Enhance partnerships for community projects.
18	Snapdeal (E-commerce)	Transparency in seller policies and customer service.	Reviews and ratings for transparent feedback.	Enhance seller onboarding processes for clarity.
19	TCS (IT Services)	Clear project milestones and accountability.	Agile frameworks for project management.	Establish cross-functional teams for innovation.

SL NR	Organisation & Sector	Practices in Clarity & Ethical Leadership	Examples of Implementation	Author's Suggestions
20	Tata Group (Conglomerate)	Ethical leadership through responsible sourcing.	Commitment to sustainability.	Expand community engagement programs.
21	Wipro (IT Services)	Clear performance metrics and employee engagement.	Employee feedback systems.	Create a mentorship program for new hires.
22	Zomato (Food Delivery)	Transparent service fees and user reviews.	Clear pricing breakdown for customers.	Implement a loyalty program for repeat customers.
23	Kotak Mahindra Bank (Banking)	Commitment to ethical customer dealings.	Clear fee structures communicated.	Offer personalized banking consultations.
24	Oyo Rooms (Hospitality)	Clear pricing models for customers.	Transparent cancellation policies.	Improve guest communication for clarity on services.
25	HDFC Bank (Banking)	Clear communication of policies to stakeholders.	Regular updates to customers via newsletters.	Improve online communication platforms for real-time updates.

The above table 6 encompasses 25 Indian companies, highlighting their practices of clarity and ethical leadership while providing suggestions for further improvement in the view point of the author.

Table 7 showing 25 foreign companies that demonstrate principles of clarity, ethical leadership, and effective communication in their operations.

SL NR	Organisation & Sector	Practices in Clarity and Ethical Leadership	Examples of Implementation	Author's Suggestions
1	Accenture (Consulting)	Transparent reporting on social initiatives.	Annual sustainability reports.	Enhance community engagement programs.
2	Adobe (Technology)	Clear communication on software updates and features.	Regular release notes and user guides.	Foster user feedback sessions for improvements.
3	Amazon (E-commerce)	Clear communication of customer service policies.	User-friendly returns and refunds process.	Improve transparency in seller policies.

SL NR	Organisation & Sector	Practices in Clarity and Ethical Leadership	Examples of Implementation	Author's Suggestions
4	Apple (Technology)	Clear guidelines on product use and warranty.	Detailed product manuals and online resources.	Conduct regular customer feedback sessions.
5	Coca-Cola (Beverages)	Ethical sourcing of ingredients and clear labeling.	Initiatives for sustainable water practices.	Increase public engagement on sustainability efforts.
6	Daimler AG (Automobile)	Commitment to transparent supply chain practices.	Regular supplier audits and reports.	Expand educational programs for suppliers.
7	Dell Technologies (Technology)	Clear communication on product specifications.	Comprehensive product documentation.	Develop customer engagement initiatives.
8	DHL (Logistics)	Clear communication regarding delivery processes.	Real-time tracking for shipments.	Implement customer satisfaction surveys.
9	Facebook (Social Media)	Transparency in data use and privacy policies.	Regular updates on policy changes.	Foster community discussions on data ethics.
10	Google (Technology)	Clear communication of product changes and features.	Regular blogs and updates on product enhancements.	Introduce user forums for feedback.
11	HSBC (Banking)	Clear disclosure of fees and terms.	Regular communications about product offerings.	Enhance financial literacy resources for customers.
12	Johnson & Johnson (Pharmaceuticals)	Ethical commitment to product safety and transparency.	Open communication regarding recalls.	Increase community engagement on health issues.
13	Microsoft (Technology)	Clear governance principles and accountability.	Transparency in data practices and policies.	Develop training sessions on ethical practices.
14	Nestlé (Food & Beverage)	Commitment to responsible sourcing and clear labeling.	Clear information on nutritional content.	Expand public awareness campaigns on health benefits.
15	Nike (Apparel)	Transparency in labor practices and sourcing.	Regular updates on supplier relationships.	Increase community involvement in ethical discussions.

SL NR	Organisation & Sector	Practices in Clarity and Ethical Leadership	Examples of Implementation	Author's Suggestions
16	Procter & Gamble (FMCG)	Clear communication about sustainability initiatives.	Targets for reducing environmental impact.	Establish partnerships for community impact projects.
17	Samsung (Technology)	Transparent communication about product features.	Detailed user manuals and customer support.	Enhance product lifecycle transparency.
18	Tesla (Automotive)	Clear policies on sustainability and ethical sourcing.	Regular sustainability impact reports.	Enhance educational initiatives on electric vehicles.
19	Unilever (FMCG)	Commitment to sustainable living and ethical products.	Clear reporting on sustainability goals.	Engage consumers in sustainability campaigns.
20	Verizon (Telecommunications)	Clear communication on service terms and conditions.	Regular updates on service quality metrics.	Foster customer communication initiatives.
21	Walmart (Retail)	Clear communication of supply chain practices.	Sustainability initiatives in supply chain management.	Implement consumer education programs on sustainable products.
22	Siemens (Engineering)	Transparency in project delivery and governance.	Regular updates on project milestones.	Foster open communication channels with stakeholders.
23	Accenture (Consulting)	Clear guidelines on ethical consulting practices.	Transparency in case studies and outcomes.	Provide training on ethical consulting.
24	Toyota (Automobile)	Commitment to sustainable practices in manufacturing.	Transparency in production processes.	Develop community programs on environmental sustainability.
25	Starbucks (Food & Beverage)	Clear communication of sourcing practices.	Sustainability reports on ethical sourcing.	Enhance engagement in local community initiatives.

The above table 7 encompasses 25 foreign companies, highlighting their practices of clarity and ethical leadership while providing suggestions for further improvement in the view point of the author.

4.3 Comparative insights with Author's Suggestions and Implications for Organisations

Table 8 with Examples of Clarity replaces comfort with Author's Suggestions and implications for organisations

SL NR	Name of the Organisation	Description of Clarity replaces Comfort	Authors' Suggestions	Implications for Organisation
1	General Electric (GE)	GE emphasizes clear communication and accountability over maintaining comfort through ambiguity. Clarity drives performance and innovation.	Foster transparent communication channels; set clear expectations and roles; encourage open feedback.	Improved employee engagement, reduced misunderstandings, higher productivity, and innovation.
2	Google	Google promotes psychological safety by replacing vague comfort zones with clear, honest communication to foster trust and creativity.	Create an environment of caring transparency; encourage direct but kind communication; clarify goals and responsibilities.	Enhanced trust, psychological safety, and collaboration leading to better team performance and innovation.
3	Amazon	Amazon's leadership principles stress clarity in decision-making and communication, replacing comfort with accountability.	Implement clear performance metrics; encourage data-driven decisions.	Higher operational efficiency, accountability, and faster problem-solving.
4	Netflix	Netflix emphasizes radical transparency and clear communication over maintaining comfort, enabling rapid decision-making and accountability.	Encourage open feedback loops; set clear performance expectations; embrace transparency in decision-making.	Faster innovation cycles, empowered employees, and clear accountability.
5	Toyota	Toyota's lean management relies on clarity in processes and roles, replacing comfort with continuous improvement and problem-solving clarity.	Implement clear process standards; encourage transparent problem identification; foster a culture of continuous improvement.	Higher quality, efficiency, and employee empowerment.
6	IBM	IBM focuses on clarity in strategic direction and communication to replace comfort with agility in a rapidly changing tech environment.	Communicate strategic priorities clearly; foster open dialogue; align teams with clear objectives.	Increased organisational agility, innovation, and employee alignment.

SL NR	Name of the Organisation	Description of Clarity replaces Comfort	Authors' Suggestions	Implications for Organisation
7	Airbnb	Airbnb replaces comfort with clarity by setting clear expectations for hosts and employees, ensuring consistent quality and trust.	Provide clear guidelines and training; maintain transparent communication; set measurable standards.	Enhanced customer trust, consistent service quality, and scalable growth.
8	Unilever	Unilever emphasizes clarity in sustainability goals and employee roles, replacing comfort with accountability and transparency.	Clearly define sustainability targets; communicate roles and responsibilities; encourage transparent reporting.	Stronger sustainability outcomes, employee engagement, and corporate reputation.
9	Mayo Clinic	Mayo Clinic emphasizes clear role definitions and standardised care pathways to replace comfort with clarity in healthcare delivery.	Define roles clearly; standardise processes; document procedures for consistency.	Improved patient outcomes, reduced errors, and enhanced team coordination.
10	Johnson & Johnson	Johnson & Johnson replaces comfort with clarity by clearly communicating safety standards and ethical guidelines.	Communicate safety and ethics standards transparently; provide clear training; enforce compliance.	Enhanced safety culture, regulatory compliance, and corporate reputation.
11	Starbucks	Starbucks prioritizes clarity in customer service standards and employee roles to replace comfort with consistent quality.	Clearly define service standards; train employees thoroughly; maintain transparent communication.	Consistent customer experience, higher employee confidence, and brand loyalty.
12	Deloitte	Deloitte replaces comfort with clarity by setting clear client expectations and internal collaboration standards.	Define client deliverables clearly; foster transparent teamwork; set measurable goals.	Improved client satisfaction, better teamwork, and project success.
13	Nike	Nike focuses on clarity in brand messaging and employee roles, replacing comfort with clear alignment on goals.	Communicate brand values clearly; align employee roles with goals; provide regular feedback.	Strong brand identity, motivated workforce, and consistent performance.

SL NR	Name of the Organisation	Description of Clarity replaces Comfort	Authors' Suggestions	Implications for Organisation
14	Cisco	Cisco replaces comfort with clarity by clearly defining innovation processes and team responsibilities.	Establish clear innovation workflows; define team roles; encourage transparent communication.	Enhanced innovation, efficient teamwork, and faster product development.
21	Procter & Gamble (P&G)	P&G emphasises clarity in product development and marketing strategies, replacing comfort with precise execution.	Set clear product goals; communicate marketing strategies; align teams on execution.	Higher product success rates, aligned marketing efforts, and market leadership.
15	Adobe	Adobe replaces comfort with clarity by fostering transparent communication and clear project goals in creative teams.	Promote open communication; set clear project milestones; encourage feedback.	Improved creativity, timely delivery, and team cohesion.
16	Walmart	Walmart focuses on clarity in supply chain management and employee roles to replace comfort with operational efficiency.	Define supply chain roles clearly; communicate processes; set performance metrics.	Increased efficiency, reduced costs, and better inventory management.
17	Siemens	Siemens replaces comfort with clarity by clearly communicating technological goals and safety standards.	Communicate tech goals transparently; enforce safety protocols; provide clear training.	Enhanced safety, innovation, and employee engagement.
18	Tesla	Tesla replaces comfort with clarity by setting bold, clear innovation goals and transparent communication on progress and challenges.	Set ambitious but clear goals; maintain transparent updates; encourage accountability.	Accelerated innovation, motivated workforce, and strong market positioning.
19	Spotify	Spotify emphasises clarity in team objectives and agile workflows, replacing comfort with focused collaboration.	Define clear team goals; implement agile methodologies; foster open communication.	Enhanced team alignment, faster product iterations, and innovation.
20	HubSpot	HubSpot replaces comfort with clarity by clearly defining customer journey stages and internal roles.	Map customer journeys clearly; define roles and responsibilities; communicate expectations.	Better customer experience, aligned teams, and improved sales performance.

SL NR	Name of the Organisation	Description of Clarity replaces Comfort	Authors' Suggestions	Implications for Organisation
21	Zoom	Zoom emphasises clarity in product development and customer support, replacing comfort with responsiveness and transparency.	Set clear development goals; maintain transparent customer communication; foster quick feedback loops.	Enhanced product quality, customer satisfaction, and agility.
22	LinkedIn	LinkedIn focuses on clarity in professional networking goals and internal collaboration, replacing comfort with purposeful engagement.	Set clear networking objectives; foster transparent team communication; align on goals.	Increased user engagement, better teamwork, and platform growth.
24	Twitter (X)	Twitter replaces comfort with clarity by setting clear content policies and communication standards.	Clearly articulate content guidelines; enforce policies transparently; communicate changes openly.	Safer platform, clearer user expectations, and regulatory compliance.
25	General Motors	GM replaces comfort with clarity by clearly defining manufacturing standards and safety protocols.	Communicate standards transparently; enforce safety rigorously; provide clear training.	Improved product quality, safety, and regulatory compliance.

5) Directions for Future Research:

To deepen understanding and practical application of the principle “Clarity replaces comfort” in organisational contexts, future research could explore the following directions as per the author (Refer to Table 9 below):

Table 9 showing directions for future research pertaining to, ‘Clarity replaces Comfort’

SL NR	Research Direction	Description
1	Impact of Clarity on Employee Well-being and Psychological Safety	<ul style="list-style-type: none"> • Investigate how replacing comfort with clarity affects employee stress levels, job satisfaction, and psychological safety. • Examine the balance between clarity and empathy to ensure that clarity does not become harsh or demotivating. • Explore sector-specific differences in how clarity influences well-being, especially in high-stress industries like healthcare or finance.

SL NR	Research Direction	Description
2	Clarity and Organisational Change Management	<ul style="list-style-type: none"> • Study the role of clarity in facilitating successful organisational change and transformation initiatives. • Analyse how clear communication strategies reduce resistance to change and improve employee buy-in. • Identify best practices for maintaining clarity during periods of uncertainty or crisis.
3	Clarity's Effect on Leadership Styles and Effectiveness	<ul style="list-style-type: none"> • Explore how different leadership styles (transformational, transactional, servant leadership) incorporate clarity. • Assess the impact of leader-driven clarity on team performance, innovation, and trust. • Investigate training programs that enhance leaders' ability to communicate clarity effectively.
4	Technological Tools to Enhance Clarity	<ul style="list-style-type: none"> • Research how digital communication platforms, project management tools, and AI-driven analytics can improve clarity in remote and hybrid work environments. • Evaluate the effectiveness of these tools in reducing ambiguity and enhancing transparency. • Evaluate efficiency enhancement of clarity in technology driven practices.
5	Clarity and Diversity, Equity, and Inclusion (DEI)	<ul style="list-style-type: none"> • Examine how clarity in policies, roles, and communication supports DEI initiatives. • Study the relationship between clarity and inclusive workplace cultures, particularly for underrepresented groups. • Investigate how clarity can help mitigate unconscious bias and promote equitable opportunities.
6	Measurement and Metrics of Organisational Clarity	<ul style="list-style-type: none"> • Develop standardized metrics and assessment tools to quantify clarity within organisations. • Explore correlations between clarity scores and organisational outcomes such as productivity, turnover, and customer satisfaction. • Investigate longitudinal effects of clarity interventions on organisational health.

SL NR	Research Direction	Description
7	Cross-Cultural Perspectives on Clarity	<ul style="list-style-type: none"> • Study how cultural differences influence perceptions of clarity and comfort in the workplace. • Explore how multinational organizations can tailor clarity strategies to diverse cultural contexts. • Assess the role of language, communication styles, and cultural norms in shaping clarity.

6) Conclusion:

This study underscores the profound relevance of Indian philosophical principles, particularly the maxim “Clarity Replaces Comfort,” in shaping modern management practices. By drawing on the wisdom of The Thirukkural, especially Kural 93, which advocates for discerning analysis and adaptive action, and Kautilya’s Artha Shastra, which stresses strategic clarity for effective governance, the research establishes a strong philosophical foundation for clarity as a critical managerial virtue.

In a dynamic and often uncertain business environment, organisations face increasing complexity and rapid change. The tendency to remain within familiar comfort zones can hinder growth, innovation, and ethical decision-making. This paper argues that replacing comfort with clarity enables leaders and organisations to confront challenges with transparency, purpose, and ethical rigor. Clarity in leadership fosters accountability by setting clear expectations and responsibilities, which in turn cultivates trust and commitment among employees.

Furthermore, clarity enhances communication by reducing ambiguity and aligning organisational objectives with individual roles, thereby improving coordination and efficiency. Strategic clarity, as emphasised by Saint Thiruvalluvar and also by Kautilya, equips organisations to anticipate risks,

allocate resources wisely, and pursue sustainable competitive advantage. The integration of these ancient insights into contemporary management frameworks offers a holistic approach that balances ethical considerations with practical effectiveness.

The principle of “Clarity replaces comfort” represents a fundamental shift in organisational mindset and practice, emphasising the critical importance of transparent, direct, and unambiguous communication over the traditional preference for maintaining comfort through ambiguity or avoidance of difficult conversations. This shift is not merely about improving communication but about fostering a culture of accountability, trust, and high performance that is essential for organisations.

By bridging timeless philosophical wisdom with modern organisational needs, this paper contributes and encourages authorities to embrace clarity as a guiding principle. This shift from Comfort to Clarity is not merely a tactical adjustment but a strategic imperative that can transform organisational culture, drive sustainable performance, and foster resilience in an increasingly complex global marketplace.

Authors and practitioners consistently suggest that clarity requires deliberate effort: setting explicit expectations, defining roles and responsibilities clearly, fostering open and honest feedback,

and maintaining transparent communication channels. These practices replace the false comfort of ambiguity with a more sustainable environment where employees feel empowered, informed, and motivated to contribute their best work.

The principle of “Clarity replaces comfort” marks a pivotal evolution in organisational culture and leadership philosophy, underscoring the indispensable role of transparent, direct, and unambiguous communication, in driving sustainable success. In an era characterised by rapid technological advancements, dynamic market conditions, and heightened employee expectations, organisations can no longer afford the luxury of ambiguity or the false security of comfort zones. Instead, they must embrace clarity as a strategic imperative that fosters accountability, trust, and alignment at every level.

Focus on clarity replaces the comfort of uncertainty with a culture of confidence and resilience, enabling organisations to navigate complexity and change with agility. The implications of adopting this principle extend beyond immediate operational gains. Clarity enhances psychological safety, reduces employee turnover, and cultivates a culture of continuous learning and innovation. It also supports diversity, equity, and inclusion by ensuring that policies, roles, and expectations are communicated transparently and equitably.

Nevertheless, clarity must be balanced with empathy and respect to avoid becoming a source of undue pressure or discomfort. Future research directions emphasise exploring this balance, the role of clarity in leadership effectiveness, technological facilitation of clarity, and its impact across different cultural contexts.

In sum, “Clarity replaces Comfort” is more than a communication tactic - it is a transformative organisational ethos that demands courage, intentionality and ongoing commitment. Organisations that internalise and operationalise

this principle position themselves not only to survive but to thrive in an increasingly complex and competitive global landscape, achieving sustained excellence and meaningful impact.

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