IMPACT

INNOVATIVE MANAGEMENT PRACTICES AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS

May 2026 bring peace, love and prosperity to our lives.

Greetings from **IMPACT**

Dear Readers,

Welcoming 2026.

As the calendar turns and 2026 steps quietly into our lives, it does not arrive with the loud optimism of a new millennium nor the anxious uncertainty of crisis years gone by. Instead, it arrives with a quiet insistence — asking us to pause, reflect, and choose our direction with greater awareness.

The years behind us have been years of acceleration. Technology advanced faster than our ethics could keep up. Information multiplied while attention shrank. Progress was measured in speed, scale, and disruption. Yet beneath the surface, a quieter realization has begun to take root: that growth without grounding can exhaust societies, institutions, and individuals alike.

2026 invites a different kind of ambition — one rooted in depth rather than haste.

Across the world, people are re-evaluating what truly matters: meaningful work over performative productivity, mental well-being over constant availability, and purpose over mere profit. Organizations are slowly learning that resilience does not come from systems alone, but from people who feel seen, safe, and valued. Education is being reimagined not just as skill acquisition, but as character formation. Leadership is being redefined — less command-and-control, more empathy and ethical clarity.

Technological intelligence is expanding at breathtaking speed, but 2026 reminds us that human intelligence — emotional, moral, and social — must evolve alongside it. Artificial intelligence may optimize processes, but it cannot replace discernment. Data may guide decisions, but wisdom still belongs to human conscience. The challenge of this year is not whether we can do more, but whether we can do better.

For nations, 2026 poses difficult yet necessary questions: Can development be inclusive rather than extractive? Can progress be sustainable rather than short-lived? Can governance be humane without being weak? The answers will not come from ideology alone, but from dialogue, humility, and the courage to course-correct.
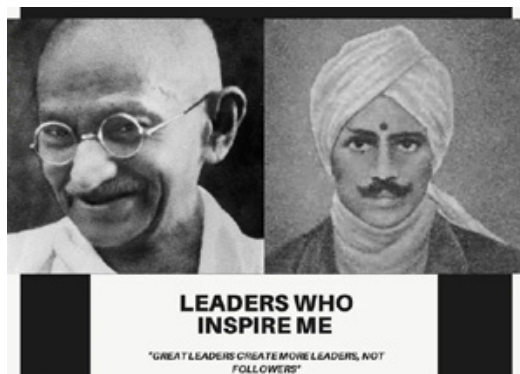
At a personal level, 2026 invites introspection. What are we carrying forward that no longer serves us? What values deserve protection in an increasingly transactional world? The future will not be shaped only by grand policies or technological breakthroughs, but by everyday choices — how we listen, how we disagree, how we care, and how we contribute.

Welcoming 2026, then, is not about making grand resolutions. It is about quiet resolve. To live with intention. To think critically but compassionately. To balance ambition with anchoring values. And to remember that progress, at its best, is not about leaving humanity behind — but about becoming more fully human.

As the new year unfolds, may 2026 be not just a continuation of time, but a conscious turning toward wisdom, responsibility, and hope.

Editorial Team

INSIDE
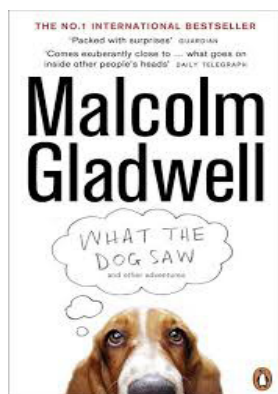
Mahatma Gandhi's concern about Mahakavi Bharathiyar

There is a stone pillar, just in front of the present Hotel Chola in Chennai's RadhakrishnanSalai, reminding us of the old place where Mahatma Gandhi and Rajaji used to meet regularly during 1919, to discuss about the demeaning 'Rowlatt Act' and the horrendous JallianwalaBagh massacre by Gen. Dyer and the modality to make the protests against the Rowlatt Act and the inhuman act of Gen. Dyer, as 'a mass movement', against the British Govt's brutality. On one day, as Mahatma Gandhi and Rajaji were seriously engrossed in the discussion, a 37 year old person, with a turban on his head, suddenly barged in and asked Mahatma Gandhi whether it would be possible for him to address a meeting organised by him (the former)at the Triplicane Beach.
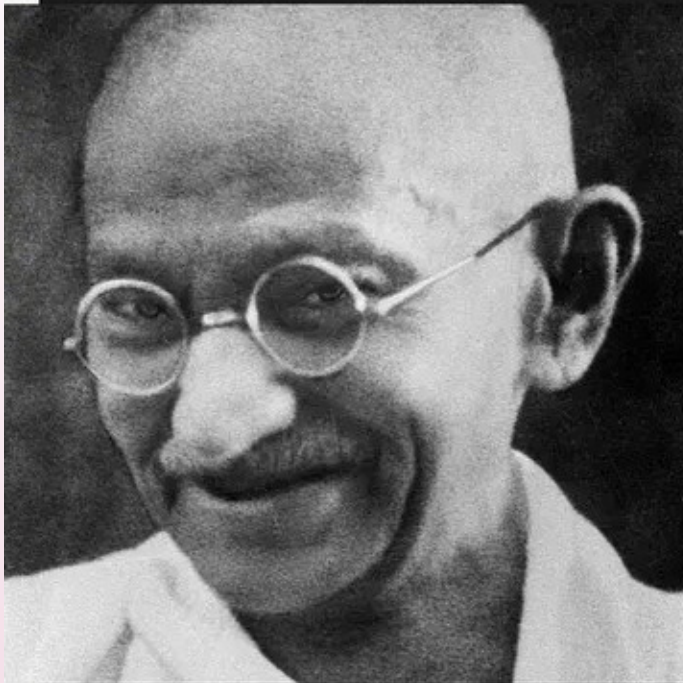
LEADERS WHO INSPIRE ME

"GREAT LEADERS CREATE MORE LEADERS, NOT FOLLOWERS"
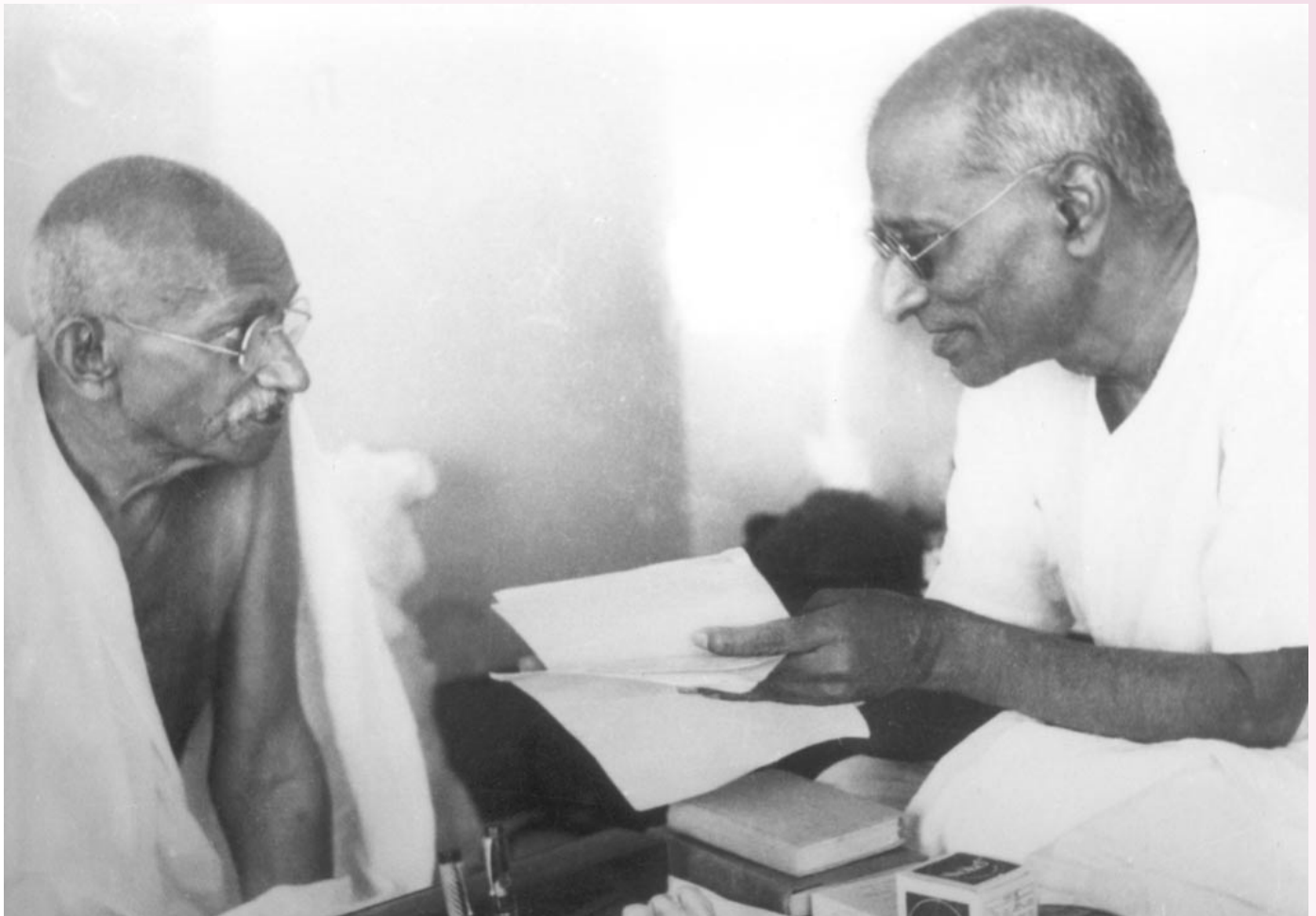
Mahatma Gandhi replied, "I am sorry to disappoint you; I have already agreed to participate in another function at the sametime." The person who had come with a turban said, "Alright, alright," and quietly went away. Mahatma Gandhi was curious to know who the person was. Rajaji, told the Mahatma, "The person is SubramaniaBharathi, a popular Tamil poet, who has composed several songs in Tamil, arousing the patriotic fervor and thirst for freedom amongst the Tamil people."

Listening to Rajaji, Mahatma Gandhi suddenly became concerned, expressing a note of caution and alarm: "This person is precious; he needs to be protected and guarded properly." Unfortunately, no one on that day seems to have taken the Mahatma seriously.

Two years later, a totally unguarded and unprotected Bharathiyar, became a victim of an attack by an elephant in front of the TriplicaneParthasarthyKoil, eventually leading to his demise on 21st Sept 1921.

On that eventful day, in 1919, if only someone had taken seriously the prophetic words of Mahatma Gandhi and acted, the Nation would not have lost the legendary figureMahakaviBharatiyarso prematurely; he would have lived and served the Bharat Mata for many more years.

Dr. H.V. Hande

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

Responsible and Executable Solutions for Global Warming: A Leadership Imperative

Why Global Warming Is a Leadership Issue

Global warming is no longer a distant environmental concern—it is a defining business, economic, and leadership challenge of our time. Rising temperatures, extreme weather events, resource scarcity, and regulatory pressures are already reshaping markets, supply chains, and consumer expectations.

For corporate leaders, policymakers, and professionals, the question is no longer whether climate action is necessary, but how to act responsibly, realistically, and effectively. Symbolic commitments and sustainability slogans are no longer enough. What is required are executable solutions—practical, scalable actions that align environmental responsibility with economic resilience.

This article outlines actionable pathways through which governments, businesses, and communities can address global warming in a way that is both responsible and achievable.

Understanding the Challenge: Climate Change as a Systemic Risk

Global warming is not an isolated environmental issue. It is a systemic risk that affects:

Business continuity

Supply chains and logistics

Energy security

Public health

Economic stability

Social equity

Climate change amplifies existing vulnerabilities and exposes weak governance, inefficient systems, and short-term decision-making. Addressing it therefore requires a systems-thinking approach, not fragmented initiatives.

Principles of Responsible Climate Action

Before exploring solutions, leaders must anchor their strategies in a few core principles:

1. Practicality Over Perfection

Solutions must work in real-world conditions—not just on paper.

2. Economic Sense

Climate action must create value, reduce risk, or improve efficiency over time.

3. Social Fairness

Transitions must protect jobs, livelihoods, and vulnerable communities.

4. Scalability

Initiatives should be capable of expansion across geographies and sectors.

5. Accountability

Clear metrics, transparency, and governance are essential.

1. Clean Energy Transition: A Strategic Business Opportunity

Energy transformation is the backbone of climate action and one of the biggest economic opportunities of this century.

What Leaders Can Do

Invest in renewable energy such as solar, wind, and hybrid systems

Adopt on-site generation and energy storage solutions

Enter long-term green power purchase agreements (PPAs)

Support grid modernization and energy efficiency upgrades

Renewable energy is no longer a cost burden—it is increasingly cheaper, more stable, and less exposed to geopolitical risk than fossil fuels.

2. Energy Efficiency: The Fastest Return on Investment

Energy efficiency is often called the "low-hanging fruit" of climate action.

Actionable Steps

Upgrade buildings with efficient lighting, insulation, and HVAC systems

Adopt smart energy management systems

Set internal energy efficiency benchmarks

Efficiency improvements reduce operational costs while lowering emissions—making them both financially and environmentally sound.

3. Rethinking Urban Development and Mobility

Cities are economic engines, but also major contributors to emissions.

Responsible Urban Solutions

Promote compact, mixed-use developments

Invest in electric public transport and shared mobility

Support walkable and cycle-friendly infrastructure

Integrate green spaces into urban planning

For corporations, this translates into smarter office locations, flexible work models, and sustainable mobility policies for employees.

4. Sustainable Supply Chains and Circular Economy

Supply chains are among the largest sources of indirect emissions.

Key Actions for Businesses

Measure and reduce Scope 3 emissions

Shift toward recyclable and reusable materials

Partner with sustainable suppliers

Design products for durability and reuse

A circular economy reduces dependency on raw materials, cuts costs, and improves brand resilience.

5. Climate-Smart Agriculture and Food Systems

Food systems significantly contribute to global emissions and resource depletion.

Responsible Interventions

Support regenerative and climate-resilient agriculture

Reduce food waste across supply chains

Encourage plant-forward food options

Use technology for precision farming

These actions enhance food security while lowering environmental impact.

6. Nature-Based Solutions: Investing in Natural Capital

Nature is one of the most cost-effective climate allies.

High-Impact Actions

Reforestation and afforestation programs

Protection of wetlands, mangroves, and biodiversity hotspots

Corporate support for ecosystem restoration

Nature-based solutions also enhance resilience against floods, heatwaves, and resource scarcity.

7. Governance, Policy, and Corporate Responsibility

Strong governance frameworks enable sustainable transitions.

Leadership Priorities

Integrate climate risk into corporate strategy and risk management

Align with global standards such as ESG, TCFD, and SDGs

Ensure transparency in sustainability reporting

Avoid greenwashing through measurable outcomes

Responsible leadership builds trust with investors, customers, and communities.

8. Technology and Innovation as Enablers

Digital technologies accelerate climate action when used responsibly.

Key Enablers

AI for energy optimization and predictive maintenance

Data analytics for emissions tracking

Blockchain for transparent supply chains

Smart sensors and IoT for real-time monitoring

Technology should support human decision-making—not replace ethical judgment.

9. People, Culture, and Behavioural Change

Climate action ultimately depends on human behaviour.

Organizational Levers

Employee engagement and sustainability training

Incentives aligned with environmental performance

Leadership role-modelling responsible behaviour

Culture change turns sustainability from a policy into a daily practice.

10. Financing the Transition

The transition to a low-carbon economy requires significant investment—but also unlocks long-term value.

Financial Instruments

Green bonds and sustainability-linked loans

Climate-focused venture capital

Public–private partnerships

Carbon markets with strong integrity standards

Aligning financial systems with climate goals is essential for long-term stability.

Challenges to Acknowledge

Despite progress, real challenges remain:

Short-term profit pressures

Unequal global capabilities

Regulatory inconsistencies

Risk of superficial "greenwashing"

Responsible leadership means confronting these issues honestly rather than avoiding them.

Conclusion: Leadership for a Liveable Future

Global warming is not only an environmental issue—it is a test of leadership, ethics, and foresight. The solutions exist. The technologies are available. The knowledge is clear.

What is required now is decisive, responsible execution.

Organizations and leaders who act today will not only reduce risk but also shape the economic and social systems of tomorrow. Climate action, when done responsibly, is not a cost—it is an investment in resilience, trust, and long-term prosperity.

The future belongs to those who lead with courage, clarity, and commitment.

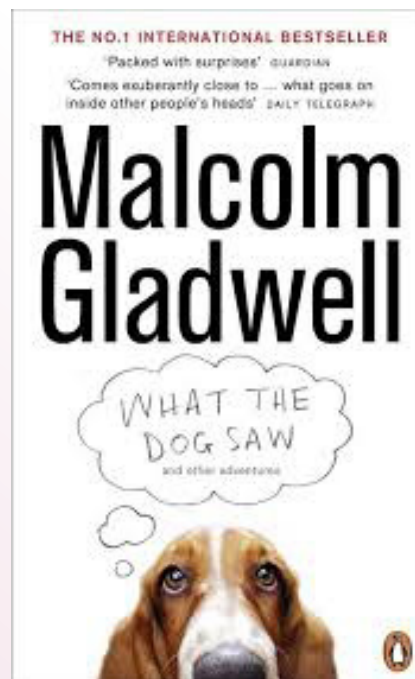**Author: Mr.Chandrasekar, Sociologist**

WHAT THE DOG SAW
And other adventures

By

Malcolm Gladwell

The author has written three books that have radically changed how we understand our world and ourselves- **The Tipping Point, Blink and Outliers**. Now in this book he brings together the best of his writing from the New Yorker.

What is the difference between choking and panicking?

The World of Malcolm Gladwell is as appetizing as it is prodigious

What is the bitter-sweet tale of the inventor of the birth control pill?

What is the strength of Good Writing to persuade the readers?

These are the examples of contents in this book.

Part One

Consists of Objectives, Pioneers and other varieties of Minor Genius.

Part Two

Theories, Predictions and Diagnoses.

Part Three

Personality, Character and Intelligence.

The Fine Points

The author often gets the question- Where do you get your ideas from ?

He replies vaguely- People tell me certain things or my Editor tells me, etc.

Sometimes his friend- Dave gives some ideas who is in the grocery business.

At times I talk about True Colors taking cue from women who pioneer the hair colour market.

Everything and Everyone has a story to tell. But our instinct is to assume that most things are not interesting. We flip through channels on the television and reject ten before we select one.

We go to a book store and look at twenty novels before we pick up one.

We filter and rank and judge. We have to. There is just so much out there.

But if you want to be a writer, you have to fight that instinct every day.

The other trick to finding ideas is figuring out the difference between Power and Knowledge.

Of all the people you meet in this book, very few of them are powerful or even famous. Many of them are in the middle, not at the top. Actually it is those people who in the middle that do the actual work in the world.

His friend Dave is a middle guy working on ketchup. But he knows a lot about it.

Many people are self conscious about what they say- and rightly so- because they have the position and privilege to protect and self-consciousness is the enemy of " interestingness".

Malcolm's Growing up

He never wanted to be a writer. He wanted to be a lawyer but in the last year of college, he changed and wanted to be in advertising and applied to 18 advertising agencies in the city of Toronto and received as many rejection letters.Even now those letters are framed and they are hanging in his room.

He then thought about the Graduate School, but his grades were not good enough.

He afterwards applied for a Fellowship to go somewhere exotic for a year but was rejected.

Writing was the thing he ended updoing by default, for the simple reason that it took me forever to realize that writing could be a job. But jobs are always serious and daunting but writing was fun.

Along the way, writing never ceased to be fun and that buoyant spirit is evident in this book. Nothing frustrates the author more if some one reads his book and says angriliy that he would not buy that book. Why such a thing happens?

Good writing does not succeed or fail on the strength of its ability to persuade. It succeeds or fails on the strength of its ability to engage you, to make you think, to give you a glimpse into someone else's head. The author has called these pieces adventures because that's what they are intended to be.

ENJOY YOURSELF.

R. Venugopal

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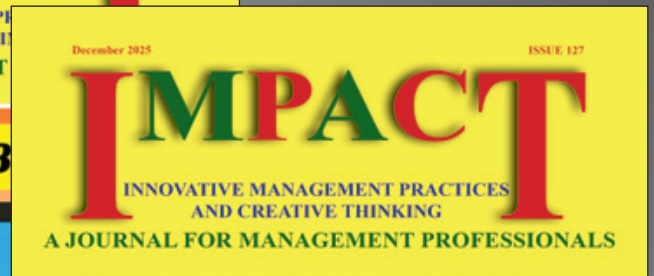
Modern Management From Indian Philosophy

PART-1

"TRUSTING AND ENTRUSTING"

ABSTRACT

Trust is the cornerstone of personal, organisational, and team success. In Indian philosophy, trust is deeply interwoven with ethical principles, moral values, and cultural norms. The concepts of "Trusting and Entrusting" are essential not only to individual growth but also to team dynamics and organisational health. The concept of Trusting and Entrusting bridges timeless Indian philosophical wisdom with contemporary management practices. Rooted in the ethical and moral foundations of texts like the Thirukkural, it emphasises the dual responsibility of leaders and followers in cultivating trust as the cornerstone of organisational success.

Trusting refers to the confidence placed in individuals and systems, while entrusting highlights the act of delegating responsibility with faith in others' integrity and competence. By integrating Indian philosophy into modern organisational contexts, this approach encourages leaders to balance authority with empathy, and employees to align personal values with collective goals. Together, these principles foster collaboration, accountability, and resilience in management. Ultimately, Trusting and Entrusting offers a holistic framework for sustainable leadership, ethical decision-making, and harmonious workplace culture.

In modern management perspective, ePESTEL analysis encompasses ethical, Political, Economic, Social, Technological, Environmental and Legal aspects. Ethical dimensions, allows businesses to assess risks and opportunities systematically. By evaluating these factors, organisations can make informed strategic decisions, enhance stakeholder trust, adapt to changing circumstances towards alignment practices with societal expectations. This holistic approach not only fosters sustainable growth but also supports effective management by integrating diverse perspectives and insights.

ePESTEL analysis is significant and relevant as it provides a comprehensive framework for understanding the factors that which influences the environment from within and outside organisations', as well. This paper explores how Indian philosophical frameworks, such as the teachings of the Bhagavad Gita, Thirukkural, and other ancient texts, provide profound insights into trust, integrity, and leadership. By analysing these concepts through the new and modern lens of ePESTEL Analysis, this paper highlights the importance of trust-building practices and offers actionable suggestions for individuals, teams, and organisations.

The author wholeheartedly acknowledges the insights and inspirations drawn from the magnificent Book written by Shri. Soma Veerappan, and thank

him for such invaluable inputs and confidence. (Refer to Images after conclusion).

Key Words:

Indian Philosophy, Thirukkural, Trusting, Entrusting, ePESTEL Analysis, Management Ethics, Delegation, Organisational Culture, Responsibility, Sustainable Leadership.

1) Introduction:

Management as a discipline has often been shaped by Western theories of leadership, organisational behavior, and decision-making. However, Indian philosophy offers a rich reservoir of ethical and practical insights that can be applied to modern management challenges. The concept of Trusting and Entrusting, as articulated by Soma Veerappan (2025) in Trusting & Entrusting, (Refer to Images at the end of the paper prior to references section). draws inspiration from classical texts such as the Thirukkural, which emphasises moral responsibility, reciprocity, and the balance between authority and accountability.

Trusting refers to the act of placing confidence in individuals, systems, and processes, while entrusting highlights the deliberate delegation of responsibility with faith in others' competence and integrity. Together, these principles form a dual framework that strengthens organizational culture, enhances collaboration, and ensures sustainable leadership. Unlike transactional models of management, Indian philosophy underscores the moral dimension of trust, viewing it not merely as a strategic tool but as a virtue that binds communities and organizations.

In today's volatile, uncertain, complex, and ambiguous (VUCA) business environment, the integration of Indian philosophical wisdom into management practices provides a holistic approach to leadership. Modern Leaders are encouraged to balance authority with empathy, and employees

to align personal values with collective goals. This synthesis of ancient wisdom and modern management creates a pathway for ethical decision-making, resilience, and harmony in organisational life.

2) Significance:

This study is significant because it bridges cultural philosophy with practical management applications in a modern perspective. By drawing from Indian texts like the Thirukkural, it offers a culturally rooted yet universally applicable framework for leadership. In an era where organisations face ethical dilemmas, employee disengagement, and leadership crises, Trusting and Entrusting provides a timeless solution that emphasises integrity, responsibility, and human connection.

3) Objectives:

- To explore the modern management foundations of Trusting and Entrusting in the perspective of Indian Philosophy.
- To analyse its application and relevance of Trusting and Entrusting through ePESTEL Analysis.
- To highlight about Trusting and Entrusting (delegation) and its contribution to sustainable leadership and organisational success.

4) Review of Literature:

The literature survey is undertaken which is shown in Table 1 pertaining to : a)Trusting & Entrusting, b) An integrative model of organisational trust , c) Trust in leadership: Meta-analytic findings and implications for research and practice, d) Role of Indian philosophical teachings in leadership and trust in modern organisations, e) Trust and leadership in the Bhagavad Gita, f) Chanakya's Artha Shastra: Leadership and trust in contemporary organisations, g) Insights from Thirukkural on management and leadership, h)

Transformational leadership and trust in leaders, j) Affect- and cognition-based trust as foundations for interpersonal cooperation in organisations, k) Trust and organisational effectiveness, l) The role of trust in leadership and organizational performance in India, m) Leadership ethics and trust: Lessons from Chanakya's Artha Shastra, n) Trust: The Social Virtues and the Creation of Prosperity, o) Trust in global teams and its impact on collaborative success, p)Leading with trust: Insights from the Bhagavad Gita etc. as in Table 1 below :

Table 1 showing the review of literature

Author(s) & Year	Title	Focus Area	Key Findings	Author's Suggestions
Veerappan,S. (2025)	Trusting & Entrusting	Trust dynamics in management	Examines the duality of trusting and entrusting within organisational frameworks.	Encourage practices that balance trust and delegation among individuals and team members.
Verma, S. (2025)	Sustainability and Corporate Responsibility in India	Environmental ethics and corporate responsibility	Illustrates the link between ethical practices and sustainable business strategies emphasising trust with consumers.	Adopt transparent sustainability reporting practices.
Mehta, L. (2025)	Political Stability and Economic Growth in India	Political and economic dimensions	Analysed the correlation between political trust and economic investment, highlighting the need for stable governance.	Advocate for policies that promote political transparency and stability.
Joshi, N. (2024)	Social Dynamics and Management Practices in India	Social factors affecting management practices	Discussed how diverse social norms influence management approaches, emphasising the role of trust.	Tailor management practices to align with local social norms.
Singh, P. (2024)	Cultural Influences on Trust in Indian Enterprises	Cultural impact on trust	Showed that trust is often built through communal and familial values prevalent in Indian culture.	Create policies that reinforce cultural values to enhance trust.

Author(s) & Year	Title	Focus Area	Key Findings	Author's Suggestions
Gupta, A. (2023)	The Role of ePESTEL Analysis in Strategic Planning	Strategic management	Demonstrated how the ePESTEL framework aids organisations in identifying external factors impacting strategy.	Regularly update the ePESTEL analysis to adapt to evolving factors.
Chatterjee, M. (2023)	Entrusting Leadership: Lessons from Indian Philosophy	Leadership styles influenced by Indian philosophy	Explores how entrusting leadership styles can lead to enhanced employee engagement and loyalty.	Foster entrusting leadership qualities through training programs.
Rao, T. (2022)	Impact of Technology on Trust in Indian Corporates	Technological influence on trust	Concluded that technology enhances transparency and trust but requires robust ethical frameworks for governance.	Implement strict data governance policies to ensure trust in technology.
Rao, R. (2022)	Leadership ethics and trust: Lessons from Chanakya's Artha Shastra	Ethical leadership	Chanakya's teachings emphasises ethics as a foundation of trust in leadership.	Integrate ethical case studies from Artha Shastra into training programs.
Patil, R. (2021)	Ethical Management in a Globalised World	Ethics in global management	Stressed that ethical management practices need to be tailored to fit local cultures while maintaining global standards.	Develop flexible ethical guidelines that respect local customs.
Gabbay, S., & Leenders, R.T.A. (2020)	Trust in global teams and its impact on collaborative success	Global teamwork dynamics	Trust enhances collaboration in multicultural teams leading to improved outcomes.	Facilitate cross-cultural training to enhance trust in global teams.
Pandey, R., & Mehta, D. (2019)	The role of trust in leadership and organisational performance in India	Trust in Indian organisations	Trust positively influences leadership effectiveness and organizational performance.	Measure trust levels regularly for continuous improvement.

Author(s) & Year	Title	Focus Area	Key Findings	Author's Suggestions
Dervitsiotis, K. (2017)	Trust and organisational effectiveness	Organisational effectiveness	Trust culture correlates with higher organisational effectiveness in global contexts.	Design interventions to build a culture of trust within teams.
Krishna, N. (2014)	Leading with trust: Insights from the Bhagavad Gita	Leadership insights	Effective leadership is built on trust as represented in the Gita's teachings.	Use Gita teachings in leadership workshops to build trust.
Gillespie, N., & Mann, L. (2004)	Transformational leadership and trust in leaders	Leadership effectiveness	Trust mediates the relationship between transformational leadership and performance.	Cultivate transformational leadership qualities through mentorship.
McAllister, D.J. (1995)	Affect- and cognition-based trust as foundations for interpersonal cooperation in organisations	Interpersonal trust dynamics	Differentiated between affect-based and cognition-based trust in organisations.	Train employees on building both types of trust for cooperative work.

Table 2 showing ePESTEL Analysis with examples for Trusting and Entrusting and Suggestions

Factor	Description	Implications for Management	Trusting Examples	Entrusting Examples	Suggestions of the Author
Ethical (e)	Strong emphasis on corporate ethics and social responsibility influences management practices.	Ethical conduct enhances stakeholder trust and fosters a positive reputation.	Trusting organisations with a robust ethical framework.	Entrusting employees to act in accordance with ethical guidelines.	Establish a clear code of ethics and provide training on ethical behavior.
Political (P)	Stable governance and policies promoting entrepreneurship spur growth.	Trust in public policies fosters investor confidence and entrepreneurship.	Trust in government initiatives that support startups.	Entrusting local governments with community development efforts.	Engage with policymakers to create favorable conditions for startups.

Economic (E)	Indian economy is rapidly transforming with a rise in startups and global partnerships.	Increased competition necessitates trust-building among stakeholders.	Trusting partnerships with global investors for funding.	Entrusting employees with decision-making in new projects.	Invest in building strong relationships with partners and stakeholders.
Social (S)	Diverse cultures and philosophies influence management styles.	Emphasis on communal trust can enhance teamwork and collaboration.	Trusting team-building exercises to promote unity.	Entrusting teams to collaborate on diverse projects.	Foster inclusive practices that respect diverse cultural perspectives.
Technological (T)	Advances in technology facilitate communication and collaboration.	Trust in technology enhances efficiency and transparency in operations.	Trusting reliable technology platforms for remote work.	Entrusting employees with innovative tools to enhance productivity.	Ensure robust data security measures are in place to build trust.
Environmental (E)	Growing awareness about sustainability influences corporate responsibilities.	Trust in ethical practices can enhance brand loyalty and customer trust.	Trusting companies with impetus on environmental aspects.	Entrusting stakeholders with the execution of sustainability plans.	Develop sustainability initiatives and transparently share progress.
Legal (L)	Regulatory frameworks protect stakeholder interests but can be complex.	Ensuring compliance builds trust with customers and governments.	Trust in legal compliance for stakeholder protection.	Entrusting compliance officers with upholding regulations.	Regularly conduct audits to ensure compliance with laws and regulations.

In the context of Indian philosophy and management, the concepts of, Trusting and Entrusting are foundational for individuals, teams, and organisations. Trust is a vital element that drives personal growth, team cohesion, and organisational success. The table 3 below provides detailed suggestions for individuals, teams and organisations, with specific action items for stakeholders, at each level.

Table 3 with Suggestions for Stakeholders on trusting and entrusting between various levels of Individuals, Teams, and Organisations (Source: Authors own)

Level /No	Stake holder	Suggestions for Trusting and Entrusting	Implications for Management Practices
Individual Level/ 1	Self (Individual)	- Cultivate self-trust by developing self-awareness, confidence, and accepting responsibility for outcomes.	Personal Accountability: Individuals must own their actions, decisions, and outcomes, fostering reliability and self-assurance.

Level /No	Stake holder	Suggestions for Trusting and Entrusting	Implications for Management Practices
Individual Level/ 1	Self (Individual)	- Engage in ethical decision-making: Assess actions based on moral principles, not short-term rewards.	Ethical Integrity: Consistent ethical behavior fosters personal trustworthiness and long-term success.
Individual Level/ 1	Self (Individual)	- Foster openness and vulnerability: Be willing to acknowledge mistakes and seek growth.	Learning and Growth: Cultivating openness helps build trust by creating an environment of transparency and self-improvement.
Individual Level/ 1	Self (Individual)	- Invest in continuous learning: Regularly improve personal skills and knowledge to enhance self-efficacy and trust in abilities.	Skill Enhancement: A self-aware individual fosters trust by demonstrating competency and a commitment to growth.
Individual Level/ 1	Leaders (Self-Trust)	- Lead by example: Show confidence in your decisions and values, especially during challenging situations.	Leadership Role-Modeling: Leaders must exhibit trust in their own abilities and ethics, inspiring trust in their followers.
Individual Level/ 1	Leaders (Self-Trust)	- Practice emotional intelligence (EQ): Understand and manage emotions to build trust with others.	Emotional Awareness: Leaders with high EQ foster trust through empathy, good communication, and supportive interactions.
Individual Level/ 1	Leaders (Self-Trust)	- Model transparency: Be open about decision-making processes, including the rationale behind major decisions.	Transparency: Leaders gain trust by being open and clear in their communication, helping others understand their decisions and intentions.
Team Level/ 2	Team Members	- Engage in open communication: Encourage transparent discussions, express concerns constructively, and actively listen to others.	Effective Collaboration: Transparent communication fosters trust within teams, reducing misunderstandings and fostering effective teamwork.
Team Level/ 2	Team Members	- Share knowledge: Foster a culture of knowledge-sharing and mutual support to enhance team performance.	Team Synergy: Trust is built when team members share insights and resources, fostering cooperation and collective problem-solving.

Level /No	Stake holder	Suggestions for Trusting and Entrusting	Implications for Management Practices
Team Level/ 2	Team Members	- Trust team processes: Trust the team's vision, roles, and strategies, and contribute actively toward collective goals.	Commitment to Team Goals: Trust in team processes and roles ensures alignment with the team's objectives, leading to effective collaboration.
Team Level/ 2	Team Members	- Take responsibility: Hold oneself accountable for individual tasks while supporting others in the team.	Individual Accountability: Team success depends on each member taking responsibility for their tasks and supporting others.
Team Level/ 2	Leaders (Entrusting)	- Delegate responsibility: Entrust team members with autonomy while ensuring clear guidance and expectations.	Empowerment: Delegating tasks with confidence fosters ownership, autonomy, and accountability among team members.
Team Level/ 2	Leaders (Entrusting)	- Provide consistent feedback: Offer constructive feedback regularly to ensure that team members stay aligned with team goals.	Performance Growth: Regular feedback ensures that team members continue to grow, while leaders build trust through their support and guidance.
Team Level/ 2	Leaders (Entrusting)	- Encourage decision-making: Enable team members to make decisions within their scope, demonstrating trust in their judgment.	Empowerment through Autonomy: Allowing decision-making autonomy builds trust in team members' abilities and strengthens their engagement.
Team Level/ 2	Leaders (Entrusting)	- Be transparent about challenges: Share difficulties faced by the team and work collaboratively to find solutions.	Collaborative Problem Solving: Transparency in leadership challenges fosters trust and encourages teamwork in overcoming obstacles.
Organisational Level / 3	HR/Managers	- Establish ethical standards: Integrate trust-based ethics into organizational values and policies, ensuring consistency.	Organisational Integrity: Trust thrives when ethical principles are embedded in every aspect of the organization, from hiring to daily operations.
Organisational Level / 3	HR/Managers	- Foster a safe environment for feedback: Create anonymous channels for employees to voice concerns, suggestions, or issues.	Feedback Culture: Instills trust through channels & promotes transparency among employees to share freely.

Level /No	Stake holder	Suggestions for Trusting and Entrusting	Implications for Management Practices
Organisational Level / 3	HR/Managers	- Train leaders in trust-building practices: Offer leadership development programs that focus on building trust and empathy.	Leadership Development: Investing in trust-based leadership development ensures that leaders know how to build and maintain trust within their teams.
Organisational Level / 3	Top Management/ CEO	- Model trust through decision-making: Demonstrate transparent and ethical decision-making, especially during crises.	Trust through Leadership: Top management sets the tone for trust by demonstrating fairness, transparency, and ethical decision-making.
Organisational Level / 3	Top Management/ CEO	- Entrust responsibilities based on merit: Delegate key roles and decisions to those who have demonstrated reliability and competence.	Merit-based Trust: By entrusting responsibilities to qualified individuals, the leadership demonstrates trust in their abilities.
Organisational Level / 3	Top Management/ CEO	- Create a vision of trust: Clearly articulate the organization's values around trust, ethics, and transparency to guide all employees.	Cultural Alignment: Trust as a core value in the organization enhances alignment with long-term strategic goals and builds employee loyalty.
Organisational Level / 3	Employees	- Be accountable: Maintain a high level of personal responsibility and follow through on commitments.	Consistency in Action: Employees who are reliable and follow through on commitments foster trust with their peers and leaders.
Organisational Level / 3	Employees	- Collaborate actively: Participate openly in team projects and contribute ideas and solutions to help meet organizational goals.	Team Collaboration: Organizational success depends on collaboration and trust, where employees actively contribute to shared goals.
Organisational Level / 3	Employees	- Support peers and leaders: Build trust by offering assistance, support, and recognition for colleagues' efforts.	Peer Support: Encouraging a supportive environment among employees builds a stronger, more cohesive team that trusts one another.
Organisational Level / 3	Stakeholders/ Partners	- Maintain open lines of communication: Keep external partners informed about organisational developments, decisions, and performance.	Stakeholder Relations: Transparent communication with external stakeholders strengthens long-term partnerships and fosters trust.

Level /No	Stake holder	Suggestions for Trusting and Entrusting	Implications for Management Practices
Organisational Level / 3	Stakeholders/ Partners	- Build mutually beneficial relationships: Ensure that business dealings are based on fairness and mutual respect.	Win-Win Partnerships: Building trust with partners ensures sustainable relationships and collaborative growth.
Organisational Level / 3	Stakeholders/ Partners	- Honor commitments: Follow through on agreements and promises made to external partners.	Reliability among Partners: Trust is built over time through consistency and honoring agreements with stakeholders and partners.

5) Interpretations(s):

In today's corporate world, the concepts of trusting (confidence in others) and entrusting (delegating responsibilities to others) have evolved but remain rooted in these ancient philosophies. Building trust and creating a culture of trust within teams and organisations can have profound effects on innovation, productivity, and overall organisational success.

5.1 Trusting in the Workplace:

In the context of individuals, trusting refers to the confidence placed in oneself, colleagues, and leaders. Leaders who exhibit trust in their teams' foster environments where creativity, autonomy, and responsibility can thrive. Research consistently shows that trust is one of the most important predictors of job satisfaction and organizational commitment.

5.2 Entrusting in Leadership:

Entrusting goes beyond delegation; it is about empowering others to take responsibility, make decisions, and perform their roles without micromanagement. The act of entrusting tasks requires leaders to have, faith in their teams, similar to the "Dharma" of the Bhagavad Gita, where Lord Krishna advises Arjuna to trust in his duties despite external challenges.

Hence Effective entrusting can: a) Boost, employee engagement, by offering autonomy, b) Develop leadership skills among team members, and c) Create a culture of collaborative decision-making and accountability and so on.

5.3 Trusting and Entrusting in Team Dynamics:

In teams, trust can be seen as both an, individual responsibility and a collective endeavor. Building a high-performance team requires trust between members to share ideas, resources, and knowledge without fear of judgment or competition.

6) Research Findings: Trusting and Entrusting in Organisations:

The role of trust in organisational behavior is crucial. Companies that cultivate trust tend to experience higher levels of innovation, employee retention and collaborative performance. This section explores recent studies that illustrate the positive outcomes of fostering a culture of trust and entrusting.

6.1 Case Study 1: Google

Google's management philosophy centers around, psychological safety, where employees are

encouraged to take risks without the fear of being penalised for failures. This culture of trusting and entrusting, allows employees to innovate freely. Google's "Project Aristotle", found that teams with high levels of trust are more successful at problem-solving and achieving organisational goals.

6.2 Case Study 2: Tata Group

Tata Group, a prominent Indian multinational, is often cited as an example of trust-based leadership. The organisation's culture is built on values, such as integrity, transparency and respect for individuals and society. Leaders entrust their teams with responsibilities and expect them to uphold ethical standards, thus fostering both trust and accountability within their operations. Various other case studies can be taken into consideration in future.

7) Key Takeaways from the Study:

- Trust is a cornerstone of effective leadership and organizational culture. The ethical dimensions of trust, deeply embedded in Indian philosophy, provide timeless wisdom for modern management practices.
- The act of entrusting others with responsibility is as crucial as building trust in oneself. Effective delegation based on merit fosters empowerment, accountability, and growth within teams and organisations.
- Trust has both individual and collective impacts: individuals grow when they trust their own judgment and others' capabilities, while teams and organisations thrive in environments where trust is shared, valued, and continuously nurtured.

By integrating trust-building practices from Indian philosophy, organisations can create ethical, transparent, and high-performing environments, fostering long-term relationships with employees, stakeholders, and partners.

8). Directions for Future Research:

Future research by prospective researchers across the globe could explore the following areas:

- Impact of Trust-Based Leadership on Organisational Culture: A deeper investigation into how trust-based leadership practices, derived from Indian philosophy, influence organizational outcomes.
- Cultural Differences in Trust and Entrusting Practices: Comparative studies examining the impact of cultural norms on trust-building behaviors in organisations across different regions.
- Trust and Organisational Innovation: Research on how trust and entrusting responsibility to employees can influence creativity and innovation within organisations.
- Role of Digital Platforms in Fostering Trust: With the growing influence of digital technologies in the workplace, how can digital platforms support trust-building practices and enhance organisational performance?

These areas offer exciting avenues for future exploration that can further integrate Indian philosophical principles with contemporary management practices, in modern perspective. As organisations become more globalised and interconnected, the need for trust will only increase. Building a foundation of trust through Indian philosophical principles can guide organisations toward more ethical, collaborative, and sustainable practices. In the future, organisations that effectively balance , trusting and entrusting, will be better equipped to face challenges, adapt to change, and drive innovation.

9) Conclusion:

Trust and integrity are the bedrock of professional and personal success. As organizations evolve, so too must their methods for assessing candidates, ensuring that ethical considerations are given

equal weight alongside technical qualifications. Whether in leadership positions, high-risk professions, or roles requiring personal sacrifice, an individual's commitment to honesty and righteousness plays a pivotal role in their success and in the success of the organizations they represent. By fostering a culture of integrity, organizations can navigate the challenges of the modern world and build a foundation for sustainable growth and innovation.

This research paper, combining Indian philosophy with modern management principles, provides a unique lens through which organisations can approach the development of trust and responsibility in leadership and team management, contributing to the ongoing discourse in organisational ethics, leadership development, and cross-cultural management. The exploration of trusting and entrusting in the context of Indian philosophy and modern management shows the profound relevance of ancient teachings in contemporary leadership and organisational dynamics.

Indian philosophical texts like the Bhagavad Gita, Thirukkural, and Artha Shastra provide rich frameworks for understanding the complex interplay of ethics, integrity, and trust in leadership. Strategies derived from the principles of trust-building can positively influence organisational culture, decision-making capabilities, and also enhance employee engagement, all of which are essential for sustainable organisational progressions and success. The concepts of," Trusting and Entrusting" are foundational to leadership, team dynamics, and organisational success.

By embedding these principles in personal behavior, team interactions, and organisational policies, individuals, teams, and organisations can create an environment where trust successfully flourishes. The lessons from Indian philosophy, such as those found in the Bhagavad Gita, Thirukkural, and Chanakya's Artha Shastra, offer timeless guidance on how to navigate the complexities of trust in various settings, especially in professional settings to quote here. Building and maintaining trust requires ongoing effort, transparency, and ethical decision-making. The rewards are immense: increased collaboration, innovation, job satisfaction, and long-term organisational success.

Trust is a dynamic, multi-level concept that spans from the individual to the organisational level. By incorporating suggestions on trusting and entrusting into daily practices and leadership strategies, individuals, teams, and organisations can foster an environment of transparency, collaboration, and ethical behavior. The principles derived from Indian philosophy, such as those in the Bhagavad Gita, Thirukkural, and Chanakya's Artha Shastra, offer a deep understanding of trust and responsibility, guiding modern management to build stronger, more resilient, and ethical organisations.

10) Acknowledgement:

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THE HINDU GROUP

TAMIL THISAI Publications

TRUSTING & ENTRUSTING

(Management Guru Thiruvalluvar 2.0)

SOMA VEERAPPAN

1. Trusting and Entrusting

'Will you choose to borrow the newspaper from your co-passenger during a train journey?' This was a question asked in an exam to test the psychology of the examinee. Friend, in your view, is there anything like a correct answer to this? Such questions are raised mainly to understand one's principles and character! While recruiting a person for a job, the candidate is generally assessed in respect of his intelligence, competence, education, marks and experience. But don't you think that integrity and trustworthiness are also important for any job?

Consider a person applying for a driver's job at 'Olu' cabs. As we would guess, enquiries would be made as to whether there are any police cases against him! In the software industry, everything mentioned in the candidate's resume would be cross-verified. The reason why he left his previous job could also be verified. It is said that some MNCs conduct even 7 levels of such selections for higher positions.

'Power corrupts, and absolute power corrupts absolutely', said Lord Acton, the famous English historian. Therefore, those appointed in higher positions should be 'dead' honest! Maybe because of this, the candidates are examined for their attitude and honesty also. Questions like these would be asked "One day suddenly you come to know that an employee working under you has been doing a fraud for many years. If you reveal this outside, it is you who are likely to earn a bad name.

How would you safeguard yourself and your company now?".

Friend, you might have heard this saying. "Everyone has a price. For many, it is money. For some, it is wine and woman. For a few, it is position and fame!". When you read this, if you think of Donald Trump, I'm not responsible! Bro, do you think a person who is gullible to those things and who compromises honesty and justice will be able to save his company? You might have come across employees who say, "I am prepared to sacrifice my life for this company".

By saying so, they mean that whatever problem or loss they may face, they won't compromise with company's welfare. There are some jobs that may actually require one to sacrifice his life! Just think of the Madras Regiment soldiers and their role in Siachen encounter in 1984. The battle field was at an altitude of 20,000 feet with a freezing temperature of -50! They had to fight with two cunning and cruel enemies. One is, the deceptive Pakistan Army and the snowstorm!! Is that a place for those who dread for their lives?

Thiruvalluvar says, *"Let one be chosen, after testifying his views on righteousness, stubbornness in being virtuous without any influence by money or other pleasures, and fear of losing life."*

**Pleasure, gold, fear of life virtue –
Test by these four and trust the true.** (Kural-501)

அறம்பொ ருள் இன்பம் உயிர்அச்சம் நான்கின்
திறந்தெரிந்து தேறப் படும்

குறள்
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Impacts Of Writing

What would have happened if Vyasa Dev wouldn't have written the Mahabharat or Valmiki and Tulsidas wouldn't have complied the Ramayana?

Out of various forms of cultural expressions, writing or documenting every other expression becomes a little more interesting.While the cultural traits are passed on from the individual or groups to the next generation, documenting those practices and storing them as a system of knowledge,skill, techniques etc stands out to be a little unique.

Moreover, documenting itself undergoes metamorphosis from time to time. If the earliest thinkers passed on the thoughts by storytelling, the later narrators used the scripts to store the scriptures and further ahead the scriptures got translated as well as trans created in other languages as well as in other mediums . Stones to palm leaves,silks to papers and then to virtual on line platforms, writing is continuing its steady march , surviving in society and making us survive by having a meaningful sense of our surroundings.

Literature started flowing like a river originating in some very old past, passing through the rugged terrain of time and yet producing beautiful melodious sounds keeping alive the creative spirit of human beings.

If Vyasa Dev wouldn't have written the epic of the Mahabharata, the entire story of all the incidents would have vanished within a few generations and so also the tales of Ramayana. And not just the scriptur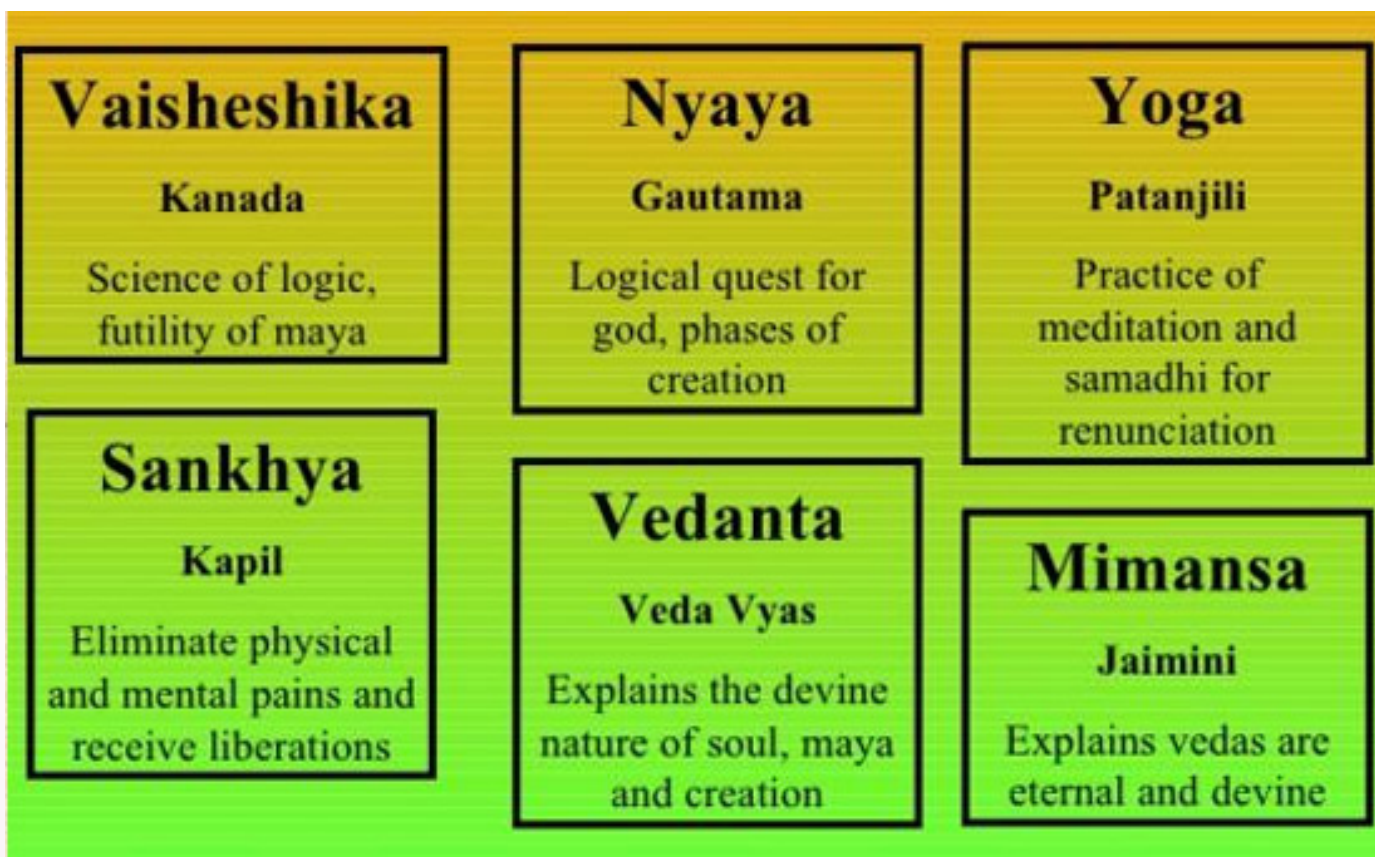es but also the other systemic documentation of various fields of studies that stretch from the macroscopic observations of the space and universe to the microscopic observation of atoms and other fundamental particles.

And it won't be wrong at all to take some credit for our own written texts of the ancient period that include almost everything of this world in the form of the six schools of philosophical thoughts and how they have helped the humanity to learn the art of clear thinking and how the collective wisdom of many who wrestled with the most fundamental question of existence formed the foundation of the Shad - Darshan way of life that has six different ways to march towards the same goal - The realisation of the self and the Greater Self.

As a kid I remember having received the Tithatriya Upanishad as a prize in some literary competition somewhere in grade VIII and I read it and it was in Sanskrit with Hindi narration.But I don't remember what exactly I had read then.But I can visualise the book with a red coloured cloth as a cover and it is still there in my house along with the several other scriptures that my father bought for me as a gift during my marriage.

And after that I had read about the names of these vedic books and various schools of Indian philosophy and the names of the sages associated with each school during the UPSC preparation like the Nyaya school associated with Gothama, Vaisheshika with Kanada, Samkhya with Kapila,Yoga with Patanjali, Mimansa with Jaimini and the Vedanta with Vyasa and later with Shankaracharya, Ramanujacharay and Madhavacharya.

Vaisheshika	Nyaya	Yoga
Kanada	**Gautama**	**Patanjili**
Science of logic, futility of maya	Logical quest for god, phases of creation	Practice of meditation and samadhi for renunciation

Sankhya	Vedanta	Mimansa
Kapil	**Veda Vyas**	**Jaimini**
Eliminate physical and mental pains and receive liberations	Explains the devine nature of soul, maya and creation	Explains vedas are eternal and devine

Today when I am recollecting those names both the school of philosophy and the Saints and comparing them with my own experiences of life and all of my articles that I have written so far on this platform, I am feeling liberated, I am experiencing a direct connection with those books that were composed thousands of years ago and yet I sense the same eternal reflection that those great sages have experienced and compiled them into such beautiful and systematic expressions of the meaning of life and the ultimate reality.

Beyond the learners who are acquiring the knowledge of Indian schools of philosophical thoughts ,as a normal person I have experienced those thoughts through my actions and my journey that had been filled with struggle and yet at the end I could experience that eternal truth about which they have discussed in those schools of Philosophy.

And while these writings that are solely based on my personal experiences about which I have expressed in public without bothering about the outcomes and also without the intention of seeking attention or defaming any person particularly my own family members and extended family members,these writings have got documented and may be when neither me nor the current members of team IMPACT exist,these writings would continue to exist as someone's experience written as a flow of emotions and having got captured by a team of people who happened to come across this person while experiencing their efforts of running an online Journal called IMPACT.

And as non-fictional narrative expressions that has included experiences of my life ,spanning over almost three decades of which I was the observer, I was the actor and finally I became the narrator till my life entered into an ordered rhythm that has got a clarity of the self,the society and the greater Self, have been instrumental in the evolution of myself from a curious kid to a caring person aware of my consciousness and the greater consciousness and I have found a link with that cosmic order about which the saints and sages have mentioned

in the above mentioned schools of philosophical thoughts.

So out of several impacts of the writings,one of the greatest impact is to arouse the curiosity in the minds of those who will be reading them in a time unknown to the writers to test the doctrines of those writings to be the testimony of wisdom as a personal experience.

A briefing on the Six Schools of Indian Philosophy that has stirred the minds,that has shown the paths to settle down those stirred minds and that has become the identity of the great land called Bharatvarsha or India or Hindustan without emphasising the political debates of its geographical boundaries and the genealogy of its original people. As per my experience,my land existed, experienced and expressed the experiences of its people as the writings called the Shad-Darshans that have got coded and decoded from time to time embracing change without giving up the pure consciousness and that are the testimonials of its existence, sustenance, evolution and continuation.

THE SIX SCHOOLS OF INDIAN PHILOSOPHY - THE SHAD-DARSHANS

I don't know when and how exactly the languages developed! Whether humanity developed the way we are taught in our textbooks as per Darwinism that has got settled in our minds from our childhood or the way they are mentioned in our scriptures about which we are discussing a lot nowadays.

Whether life started from Adam and Eve or from Laxmi and Narayan and I also don't know in what language they had started life and how exactly and when exactly the things took shape that has led to today's world and society where we are left with the imprints of several such stories and scriptures that have survived through ages having left us with the curiosity to ponder inward as well as outward .And

as a kid I started my journey with the curiosity of the concept of God and now while narrating these articles I am finding it that we don't do anything rather we are guided or directed by someone who doesn't take credit of having done anything instead make us feel of having done things on our own. And this type of statements are expressed in our philosophical doctrines and thoughts when wandering minds have finally found the answers to those fundamental questions which occur to everyone but only a few chase those questions till they get the answers and some other just live the life without pondering much into the deeper realms of reality.

At times I wonder whether we have ever invented anything or everything is just a discovery of something that always existed in such a way that at times we tend to forget them and again rediscover them.

Unlike the scientific discoveries and inventions most of which can be reproduced within a given time frame and a visible dimension,the social and psychological things can't be reproduced the same way.But there are scriptures where structured and systematic descriptions of functioning of mind and soul are given which both can be felt in the invisible realm and modern science that once declared the material world as the reality and the perception of the outer world as the interpretation of the brain is gradually moving towards the reverse of it as mentioned in our scriptures as the consciousness being the ultimate reality and the material world to be an outcome of this consciousness.And when I refer to the systematic set of thoughts in the form of distinct schools of Philosophy I find the reflection of my life experiences,my curiosity,my steadiness for the truth and the ultimate experience being the way these schools of thoughts have developed.

Darshan itself means to see and the Shad darshan means six different ways of seeing something from six different angles.And that something is the

ultimate reality about which each one of us speculate at least once during our lifetime.

The Nyaya School

It is associated with Saint Gotama and it emphasises the path of logic and reasoning based on the simple and powerful conviction that truth must stand the test of reason and knowledge is not a matter of blind belief or unexamined tradition. Knowledge must be proved step by step with utter clarity and precision. As per this school knowledge can be acquired through four reliable sources of - perception or direct experience, inference built upon perception, comparison of unknown through the knowledge of something known and finally through testimony or the passing on of wisdom by the trustworthy like the teacher or scriptures or any reliable witness. This school of philosophy helps to develop clear thinking by sharpening the mind to distinguish between the truth and the illusion. The believers of this philosophy carefully build their arguments and they demand academic as well as practical evidences. This philosophy works as a torch of meaningful reasoning to show the path towards the ultimate truth in a world that is highly speculative and uncertain .

The Vaisheshika School

Away from the world of reasoning this school associated with Saint Kanada draws our attention towards the very building blocks of this world and hence is very scientific system that talks of the fundamental particles like anu and paramanu or the atoms and the infinite ways of interaction with each other to form the subtle material world. It talks of motion,time and space and colour and shape. It also talks about the existence beyond the material perception in the form of mind that perceives and the soul that experiences. It helps to establish order behind the apparent chaos by observing the patterns and thereby leading a believer from the state scattered impressions to that of an organised understanding. It takes us

from confusion to comprehension. While Nyaya offers a tool to sharpen the mind with reasoning Vaisheshika presents the reality itself that first appears to be a random swirl of events but which actually is an ordered cosmos.

The Samkhya School

One of the most ancient school of Indian Philosophy associated with Saint Kapila turns out understanding inward that describes reality by the interplay of two eternal principles of Purusha and Prakriti. Where purusha is pure, conscious,silent , still and unchanging the prakriti is the nature,the realm of matter, energy and mind. While the purusha is within us that observes and never turns the prakriti is all about the movement, transformation, thoughts, emotions and actions. And liberation takes place when realisation of the purusha takes place beyond the turbulent experiences of prakriti. This school offers a framework for understanding suffering,change and freedom. This philosophy gives the courage to look within beyond the impacts of the external world.

The Yoga School

If Samkhya School is the theory or the explanation,the Yoga School is the practical or practice as to how to walk the path towards that inner unchanging consciousness.It teaches a disciplined way of life. It reflects the science of the mind and the methods to unite the restless mind of the human with its own still spirit centre. Codified by Saint Patanjali it refers to the right fold path of Yama- The ethical foundation with the virtues like truth, non-violence, compassion to purify the actions.

Niyama- The personal practices, cleanliness, devotion, contentment and self study.

Asana- The posture to make the body steady and ready for meditation.

Pranayama - The mastery of the breath that is the study of the mind.

Pratyahara - The turning inward of the senses from the external disturbances.

Dharana - Where the mind learns to hold steady on a single point.

Dhyana- From dharana arises dhyana or meditation when a person experiences flow of awareness.

Samadhi - The state of absorption, when the boundary between the seeker and the seek dissolves and the seeker experiences the union with the eternal.

The Mimansa School

Unlike the other schools that turned to speculation or inner contemplation, this school associated with Saint Jaimini believes in the path of sacred duty. This school is firmly rooted in the Vedic practices and rituals which are the considered as not just empty actions but as the rhythms that keep the cosmic order alive. As pet this school correct performance of Vedic duties ensures harmony between human life and the cosmos. This philosophy believes in liberation through the path of action and not in liberation from action. This school became the guardian of practices leading from abstraction to concrete action. This philosophy considers life itself as a sacred duty.

The Vedanta School

Associated with Vyasa and later with Shankaracharya, Ramanujacharay and Madhavacharya this school is the culmination and the jewel of Indian schools of Philosophy where the name itself means the end, not that of end of everything rather the flowering or the highest teaching contained in the Vedas. It lifts the seeker to the ultimate horizon where the self and the cosmos are revealed as the same .It talks about a single radiant truth called the Atman and the inner self is the ultimate Brahman .It emphasises upon not seeing oneself as separate being but as the eternal being itself.

While Shankaracharya propounded the path of Advaita with a bold vision of non-duality considering the Brahman as the single reality and rest as illusion, Ramanujacharya propounded the path of Qualified non-duality which sees the soul and the God as distinct yet inseparably bound like the body and the life forces and Madhavacharya propounded the path of Dualism emphasising the difference of the soul and the divine bound together not by identity but by devotion and grace.

If the calendar was not developed, which itself is a structured system of writing the details of the movements of the celestial bodies giving us a sense of time,we wouldn't be celebrating New Year's Eve .So let's salute the eternal spirit of human mind that once sets in the cosmic order starts observing the surroundings and develops the observed structured patterns into systematic expressions for the betterment of everyone. And our ancestors are the pioneers interns of various ways and depths of understanding the universe that they have left for us as their writings. Hope our writing and documenting efforts march on the same path illuminating the minds of the present readers and storing curiosity for the future readers.

Wishing every writer , reader a Great New Year 2026.

Ms. Chinmayee

Am a full-time homemaker and a self-taught passionate artist and an amateur writer looking forward to take my passions to a professional level. I have written certain situational stanzas in English and an amateur autobiography of my life experiences from 1999 to 2021 in Odia titled Baishi Pahache meaning on the 22 nd step.
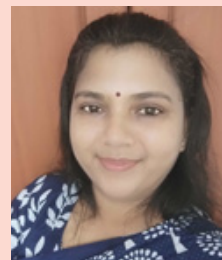
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