



Regent Accelerated Management Program (RAMP)

29 NOVEMBER 2021

INNER MANAGEMENT



If we want to live well, both externally and internally, our ability to do so depends on how well we manage our surroundings and how well we manage ourselves. Fundamentally, life is management. You must know how to maintain your body, your mind, your situations, your life in general, your home, your communities, nations and the world. The quality of our lives comes down to how well we manage things within ourselves.

Generally, when we are thinking of management, we're applying ourselves to management in terms of business or industry. We are talking about management of economic situations, not life as a whole.

In many ways, it's unfortunate that today it is economics that rules the planet and other aspects of life have been pushed to the corner. When economics rules and is all we think about, we tend to become unhappy in so many ways.

People who have failed in their lives are suffering their failure. People who have succeeded in their lives are suffering their success. If you suffer your failure, it's okay, because failure comes easy. If you suffer your success, that is a tragedy because success doesn't come easy.

If you have achieved something that you worked for, that you always longed for, and then you start suffering, that's a real tragedy of life. But a large number of people on the planet are suffering their success.

When we say suffering their success, what do we mean? Look at yourself and see how happy you were when you were five years of age compared to how happy you are today. Is that moving upward or downward? In 24 hours, how many hours are you really happy?

If your happiness is going down, you are a bad manager, because everything you do in your life is in pursuit of happiness. All that you're doing in life, you're doing because you believe that is your happiness. You educate yourself, you pursue careers, you build families, and you run after your ambitions, because you believe those things will bring you happiness.

After doing all that, if your happiness is not multiplying, you are a bad manager of yourself. Anybody who does not know how to manage his own body, his own mind, his own emotions and his own energies, is only managing by accident. If you don't know how to manage your mind, then managing everything else is bound to be accidental.

When you manage situations by accident, you exist as an accident. When you exist as an accident, you are a potential calamity. When you exist as a potential calamity, being anxious all the time becomes a natural part of life.

Anywhere you go today, people are always talking about stress management. We find everywhere people talking about stress management. I could not understand why anybody wants to manage stress. I can understand you want to manage your business, your finance, your family and your property, but why would you want to manage stress?

It took us a while to understand that these people have come to the conclusion that there is no other way to live. Somehow, people have concluded that if you do things in the world, you're bound to be stressed. One is not stressed because of what one is doing; one is stressed because one is a bad manager of oneself. If a man or woman doesn't know how to manage his or her own systems, that is why they are stressed. It is not the nature of the job that makes one stressed. Everybody believes their job is stressful, but no job is stressful.

If you have no control over your own systems, you will be stressed.

Management means deciding the course of our destiny. We don't want to live here by accident, we want to take our lives where we want to go. That's management. If you're managing by accident, you are not a manager, and without you things would run better.

Once you say you are a manager, then you have decided that you want to go in a particular way – you want to have a certain kind of situation, both inward and outward. So, everybody is a manager in his or her own capacity, but in different levels and different types. Whether you manage a kitchen where you cook for four people, or you manage a large industry where 10,000 people work, fundamentally if you want to have a good kitchen or a good industry you must be a good manager.

So, whether you are managing a little kitchen or a large industry, if you want to manage outside situations, generally you will have to manage material and people around you.



If you have to manage 10 people or 10,000 people, you have to manage 10 minds or 10,000 minds. But if you have no management over your own mind, then managing 10,000 is going to be a disaster.

In the process of doing something, if we are destroying human beings, as is happening right now, then the management is no good. After all, every management we do is only for human wellbeing. If we are managing for human wellbeing, it is not only about producing something or making profit but about human beings reaching their full potential.

If you manage a situation properly, you and the people who are working with you should be able to rise to their full potential. If people work together, then they should be able to rise to the peak of their love, peace and compassion – not just reaching their full work potential, but more than that.



If that doesn't happen, it is bad management, because with all management the basic intent is human wellbeing. Otherwise, you are just producing something or making profit, but human beings are getting broken in the process.

For this kind of management to happen, you have to spend a certain amount of time focusing on your inner management. Otherwise, you will only manage situations by accident.

A lot of people understand management as a way of throwing their weight around. Take this story, about a lion that is feeling great about himself one day. As he is walking, a rabbit passes and he roars, 'Who is the king of the jungle?' The little rabbit, terrified, says, 'You, you, of course, you.'

He lets the rabbit go, swaggers around a little bit, then catches a fox and roars at it, 'Who is the king of the jungle?' The fox

replies, 'Oh my Lord, it's you of course, nobody else but you.'

Then he swaggers around a bit more, catches a few more animals, who scream out of fear, 'You are the king of the jungle.' He is in full swagger, like a manager, king of the jungle. He walks into a clearing in the jungle and sees a huge elephant. He stands in front of him and asks, 'Who is the king of the jungle?' The elephant picks him up, twirls him around, and smashes him to the ground. His back is broken. The lion says, 'You could have just told me!' But the elephant says, 'I had to make my point.'

A lot of people think management means just throwing their weight around. But any fool can do that. If you manage a situation, people should feel elevated just being in that space. Otherwise it is not management. If you go to your place and manage a situation, you must feel wonderful being there. If not, you're not a good manager.

For this to happen, you need an inner dimension. Thinking Into Character refers to this an inside-out education. Both body and mind are gathered from outside in certain ways. Your physical being has grown only because of the food you ate. Your mind is just a heap of impressions that you gathered from outside. But we need to focus now on inner wellbeing.

Right now, people think that by educating themselves they will live happily ever after. You will discover over time that that is not so. By getting a job, they think they are going to be happy ever after. You will discover that is not so. By making money, you think you're going to be happy ever after, but you will discover it is not so. Somebody thinks by getting married, they are going to be happy ever after, but they know it is not so.

We try to fool ourselves into believing that by doing something, everything will be okay, even though repeatedly that has not proven to be the case.

Let me tell another story: It once happened, on a certain day that a bull and a pheasant were grazing on a field. The bull was grazing on the grass, the pheasant was picking ticks off the bull, and they were partners. Then the pheasant looked at a huge tree that was at the edge of the field and nostalgically said, 'Alas, there was a time when I could fly to the topmost branch of the tree, but today I do not have the strength even to fly to the first branch.'

The bull very nonchalantly said, 'That is no problem – eat a little bit of my dung every day and you will see, within a fortnight, you will reach the top of the tree.' The pheasant said, 'Oh, come off it, how is that possible?' The bull said, 'Oh please, try.'

Very hesitantly, the pheasant started pecking at the dung, and lo, on the very first day it reached the first branch of the tree. In a fortnight's time, it reached the topmost branch of the tree. It just went and sat on the topmost branch and looked at the scenery, enjoying it. Then the old farmer



came along and saw a fat old pheasant at the top of the tree. He took out his shotgun and shot him. The moral of the story? Even bullshit can get you to the top but it never lets you stay there.

So, if you are seeking a life of fulfilment, if you're seeking a life of joy and peace and wellbeing within yourself, don't try to bull yourself in some way. You must do the right thing, otherwise it won't work. Unless you do the right thing, it doesn't work on the outside, and the same goes with inside – unless you do the right thing, it just doesn't work.

Successful people and unsuccessful people look at their lives and see how many moments are they really joyful. Go on the street and see how many joyful faces you see. Very few. If you see any, usually they are young faces. Older faces are all long faces. What's happened to them? For most of them, their lives have worked out far better than they ever imagined. If you look at yourself as a generation, never before has another generation been this comfortable and this well physically as you are right now.

We are the most comfortable generation – no other generation has known this kind of comfort and convenience, but still are we any happier than people were in the past?

The fact that we are not is simply because we did not do inner management, we just do external management. In the process of creating what we wanted, the very source of our life, this planet, is being destroyed. In pursuit of our happiness, we are just making a bonfire of this planet. Still we are not satisfied, nor are we any more joyful than we were 500 years ago. We have neglected the interiority.

We need to turn inward. One reason why most young people have never made any effort to turn inward is because today any thinking person – once he can read, speak English and add extra letters to his name – develops an allergy towards anything not physical and anything he cannot understand beyond his five senses.

Non-form means to know something that is beyond the physical. You exist as a physical entity and whatever happens outside will happen inside. If what happens outside begins to happen within you all the time, then you being peaceful and happy is always accidental, because it doesn't matter who you are, how powerful you are or how great a manager you are, external situations will never be 100 percent in your control. That's the nature of life.

Even if you have just two people in your family, still you don't have absolute control. As the scope and complexity of your life increases, you have less and less control over the situations in which you live. That's the reality of life. So whatever is happening outside is happening within you, and you being peaceful and happy in your life is never going to happen.

Only when a person begins to experience a dimension beyond the physical can he play the physical world the way he wants. He can do the best he can with the outside world, but the interiority is undisturbed, always the way he wants it. The outside world will not happen the way we want it 100 percent, but the inner world should happen the way we want it.

If this inner world is not happening the way you want it, and if your body, your mind, your emotions and your energies are not functioning in the way you want, this is the worst kind of slavery. Somebody else is deciding what happens within you. If somebody else decides what should happen around you, you call slavery. But if someone else decides what happens within you, is it not a more horrible way of being a slave?

The only consolation is everybody is like this. But you need to learn that there is a whole science of inner management. If you don't learn that, you may manage businesses, industries, but still you will not live a life of fulfilment and wellbeing. If you want to live a life of fulfilment and wellbeing and offer the same to people around you, it's extremely important that you know what it means to manage your interiority.

Someone talking with passion about what they're doing is vital, because without feeling, there shall be no results. Human life becomes beautiful not because we do the right thing but because we put our heart into what we're doing. It doesn't matter whether we are sweeping the floor or managing the country, if we are putting our heart into it, it's beautiful. Living in an atmosphere where everyone else is passionate about what they are doing is in itself highly enriching.

Once you step into the world, there is going to be a lot of filth – corruption, nonsense, bad things happening. Some people can't stand that and attempt to run to the Himalayas where they want everything pure. But the filth has entered their minds. Whether we empower that filth or not is the only option we have, but we cannot avoid it.

What we call filth can also be a great place for growth. A lotus flower has always been the main symbolism for Indian tradition, because a lotus flower grows best where the filth is thick.

This filth, which is stinking and unbearable, transforms itself into a fragrant, beautiful flower, and that option is also with us every moment of our lives. If the atmosphere that we live in makes us, we cannot call ourselves managers. If we make the atmosphere that we live in, only then can we call ourselves managers.

Being a manager means that we are going to create the most beautiful things. Allowing situations to create us is not management at all – creating the situations that we want is management.

Often, when someone gets a job, the first day they go and sit behind a table and they think that table is the most fantastic place in the world. But within a few years, sat behind the same table, they are manufacturing nothing but high blood pressure and diabetes for themselves. This is not because there is something wrong with the job, or with the world, but because they have not paid sufficient attention to themselves. They have paid too much attention to what is outside.

To succeed in the world, people are always thinking about great aspirations. But aspiration and desires are all just a starting point. Success, prosperity and wellbeing come because you have made yourself capable of creating those things.

Everybody aspires for success. Even a beggar on the street is trying to be a successful beggar. Every human being is aspiring, but only those that have made themselves capable will succeed.

We need this new set of managers that will manage this world in a much better way than previous generations have done. Because externally we are better equipped than ever before. If we make a better effort and equip ourselves for internal management, we should definitely manage this world and communities much better than it has been done until now.



There is no such thing as perfect management, but if people give themselves absolutely to what they are doing, they are happy.

Fundamentally, management is about your ability to inspire people to do their best. If everybody around us is doing their best, that's the best possible management that can happen.

That does not come with manipulation but with dedication, love, and being willing to give 100 percent to the person sitting next to you. It doesn't matter what kind of person you meet, if you just learn to touch the core of his humanity then every human being is willing to do his best for you, always. If you just learn how to touch the very core of a human being that is around you, you will see everyone is willing to lay their lives down for you.

Only if people around you love you and want to do the best for you will you avoid getting ulcers from management. If people around you are trying to bring you down, then you will get ulcers trying to manage situations. If you do not create people who want to do their best, then management is going to be a pain. Only when people really want to do their best for you can management happen wonderfully.