

Universal Prayer

O Adorable Lord of Mercy and Love !
Salutations and prostrations unto Thee.
Thou art Omnipresent, Omnipotent and Omniscient.
Thou art Existence-Consciousness-Bliss Absolute.
Thou art the Indweller of all beings.

Grant us an understanding heart,
Equal vision, balanced mind,
Faith, devotion and wisdom.
Grant us inner spiritual strength
To resist temptation and to control the mind.
Free us from egoism, lust, greed, hatred,
anger and jealousy.
Fill our hearts with divine virtues.

Let us behold Thee in all these names and forms.
Let us serve Thee in all these names and forms.
Let us ever remember Thee.
Let us ever sing Thy glories.
Let Thy Name be ever on our lips.
Let us abide in Thee for ever and ever.

-Sri Swami Sivananda

Print Vision

THE HUMAN TOUCH



- Swami Adhyatmananda



Song of Eighteen "Ities"

Serenity, regularity, absence of vanity,
Sincerity, simplicity, veracity,
Equanimity, fixity, non-irritability,
Adaptability, humility, tenacity,
Integrity, nobility, magnanimity,
Charity, generosity, purity.
Practice daily these eighteen 'ities',
You will soon attain immortality.
Brahman is the only real entity,
Mr. So and so is a false non-entity.
You will abide in eternity and infinity;
You will behold unity in diversity;
You cannot attain this in the university.
You can attain this in the Forest University.

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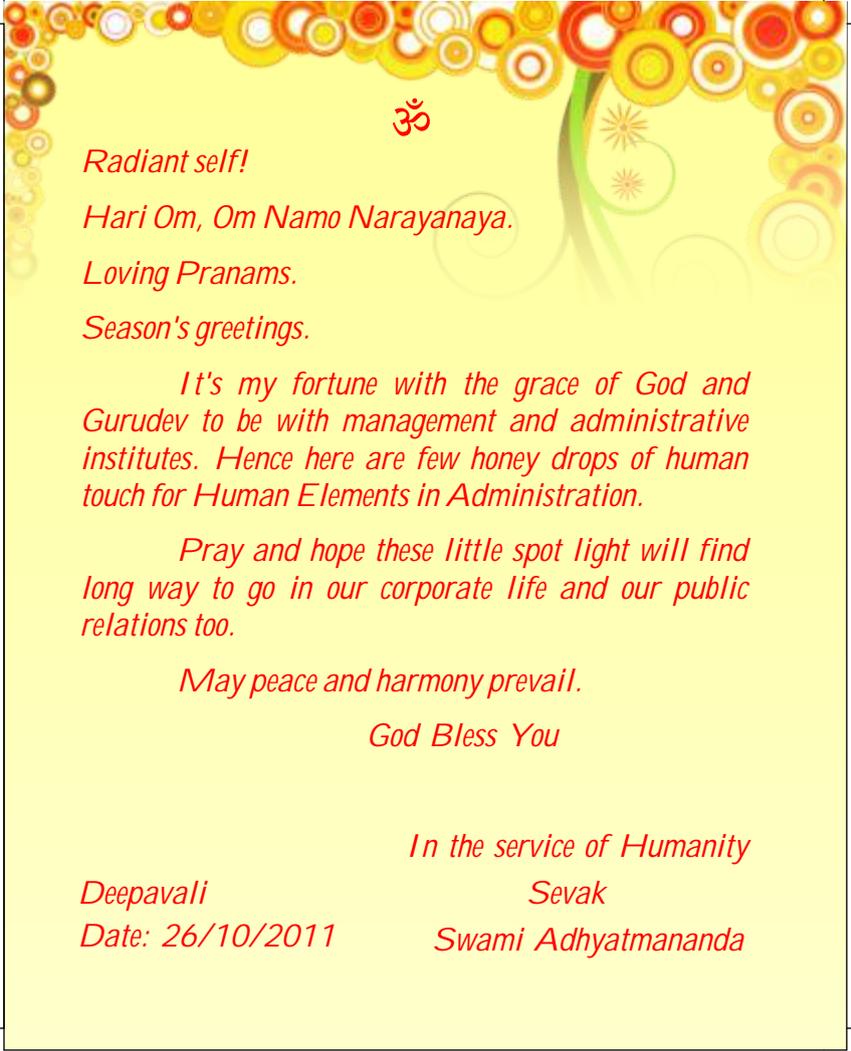
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Radiant self!

Hari Om, Om Namō Narayanaya.

Loving Pranams.

Season's greetings.

It's my fortune with the grace of God and Gurudev to be with management and administrative institutes. Hence here are few honey drops of human touch for Human Elements in Administration.

Pray and hope these little spot light will find long way to go in our corporate life and our public relations too.

May peace and harmony prevail.

God Bless You

In the service of Humanity

Deepavali

Sevak

Date: 26/10/2011

Swami Adhyatmananda

The Human Elements in Administration

1. HUMAN QUALITIES MAKE THE DIFFERENCE BETWEEN SUCCESS AND FAILURE

Knowledge of rules and procedures and technical skills essential but warm human qualities count more than everything else.

No matter how institutionalized, yet the individual who occupies the chair makes all difference.

2. ASCENDING ORDER OF SKILLS:

- a. TECHNICAL SKILL
- b. MANAGERIAL SKILL
- c. CONCEPTUAL SKILL

For both (b) and (c) it is human factor that is important.

Increasing recognition of the importance of human element. Dr. Glen Stahl on Personal Administration: "We have gone extraordinary lengths to contrive ways to permit man to walk on the moon but we have still not learned to govern ourselves on earth. We have spent billions to split the atom but hardly pence to unite humanity. The identification of human talent, the kindling of human motivation, the improvement of human relations in our institutions of productive effort is major part of governing ourselves.

They continue to elude our grasp more than the physical universe because we study them with far less dedication and in far less magnitude than we study our physical environment."

3. UNDERSTAND HUMAN NATURE – TO WORK WITH HUMAN BEINGS, NOT JUST FILES, MATERIALS OR BLUEPRINTS

Whether it is superiors, subordinates, colleagues, officers of other departments or members of the public – all are human beings: full of likes and dislikes, secret resentments and cherished ambitions. Success depends on how you conduct yourself and along with them. You have to deal with men and matters, not just papers.

4. BUILDING UP AN ORGANISATION

Even the ablest of persons cannot do everything alone. Team effort and team spirit are required.

Organizational and institutional base is essential. The most successful men are not those who burn the midnight oil themselves, but those who are able to guide and inspire others to work for them. The one who is able to arouse enthusiasm is the one headed for leadership.

5. SINCERITY AND INTEGRITY

These are the qualities expected of a leader of team. If integrity is not there, you can never guide or inspire others. You will attract contempt but not respect.

Honesty once pawned is never redeemed. Once we assuage our conscience by calling something a necessary evil, it begins to look more and more necessary and less and less evil. Sincerity is the most important quality of all. Nothing is so infectious.

It is so easy to be base, casual, cynical and critical – and too many fall into this trap. They substitute carping and quibbling for action. Beware of cynics who are lost sheep masquerading as shepherds.

You must be true to yourself.

“This above all, to thine own self be true and it must follow as the night the day Thou canst not then be false to any man.”

As public servants you have to learn to live like goldfish in a bowl.

Always on view. As long as your conduct is straight, you need not bother about being observed and talked about.

As Oscar Wilde said: “There is only one thing in the world worse than being talked about, and that is not being talked about.”

High ideal of Jala-Kamalavat or the lotus in the water:

“ Jo jag me rahu to eise rahu
Jyo jal me kamal ka phul rahe”

6. ENCOURAGE SINCERITY IN YOUR STAFF

Much can be forgiven of a sincere man. Even occasional deviation from rules can be winked at to help such a person.

7. HUMAN APPROACH AND PERSONAL TOUCH

With officials and members of the public alike. You will be astonished at the results.

Even little courtesies go a long way, like offering chairs, returning greetings etc.

The personal problems of your staff must command your first sympathy.

Be the sort of person of whom it can be said “He spent his life in kindly deeds – A helping hand for other's needs.”

High ideal of Dr. Albert Schweitzer: “Humanity means never sacrificing a person for the sake of purpose.

Administrator may, at the call of duty, have to sacrifice a

person for a purpose, but it should never be for a petty or ordinary purpose.

8. AVOID TRIVIAL PINPRICKS

Lack of accommodation in small matters like joining time, T.A. bills, casual leave, withdrawals from the G.P.F. etc. can have far reaching consequences. Will affect morale. Avoid pettiness. Fulllest accommodation and understanding to be shown.

9. BE HEARTY IN YOUR APPROBATION AND LAVISH IN YOUR PRAISE

Give full credit for work well done. One of the deepest urges in human nature is the craving to be appreciated. Give plentifully of it. Nothing builds up a person so much as approbation and appreciation.

Words of Charles Schwab, one of the most successful managers of men: "I consider my ability to arouse enthusiasm among the men the greatest asset I possess and the way to develop the best that is in a man is by appreciation and encouragement".

"There is nothing else that so kills the ambitions of a man as criticisms from his superiors. I never criticize any one. I believe in giving a man incentive to work. So I'm anxious to praise but loath to

find fault. If I like anything, I'm hearty in my approbation and lavish in my praise".

"In my wide association in life, meeting with many great man in various parts of the world, I have yet to find the man, however greater or exalted his station, who did not do better work and put forth greater effort under a spirit of approval than he would ever do under spirit of criticism".

10. BE WARMLY HUMAN, ALSO GIVE FULL SUPPORT

Difference between a cold superior, howsoever correct, and a warmly human one, howsoever erratic is the difference between a warm glow and an icy chill.

Assurance of support builds up morale tremendously. As long as a person acts in good faith, he must be assured that he can count on you.

11. WRITING OF CHARACTER ROLLS

A Character Roll is as much a picture of the person writing it than the person written upon. Should be written after full consideration and reflection. Avoid little short comings. Pull up then and there, sharply if necessary, but do not blot the permanent record.



Give as much credit as possible and stress all good points. Defects and shortcomings should be mentioned only after due warning if person proves incorrigible and intractable.

12. WHEN YOU HAVE TO ACT DECISIVELY

Only firmness inspires respect and commands obedience. Goodness alone not sufficient. You may be loved but you will not be obeyed.

When insincerity of a person is clear, you must be severe. Even when excusing, put things down in writing. Let it hang like a sword of Democles over his head. Writing will also come in useful in self defence, if counter – accusations are made against you.

Sometimes when nothing else works, it might be good strategy that when a person is repeatedly at fault, blow up his immediate superior. Thereafter that superior will be very sure to look after his erring subordinate.

13. AS FAR AS POSSIBLE AVOID DISPLAY OF TEMPER

Applies both in dealings with staff as well as the public. Will put you hopelessly in the wrong where you

may be absolutely in the right.

“Anger is the wind that blows out the lamp of the mind”

Avoid display of emotion. Let the facts speak for themselves. Gandhiji's study room in Sevagram: “When you are in the right, you can afford to keep your temper. When you are in the wrong you cannot afford to lose it”.

Another good saying: “The word you speak becomes your master. The word you do not speak remains your slave”.

Remember “The gem cannot be polished without friction”.

A beautiful poem, which brings out poignantly the power of even little words:

“Think again before you utter
Words which give another pain
Wounds by careless words inflicted
Oft may never heal again.

Think again are lightly speaking
Little words are dangerous things
Loving hearts are slow in healing
When they are hurt by little stings



What's the use of being sorry
Such regrets are oft in vain
When a dreamer's dreams are broken
And life's brightness dimmed with pain...

Therefore think before you utter
Words which give another pain...

Little words in kindness spoken
Oft may heal the sorest needs
Cheer the faint ones, lift the fallen.
Fill a life with noble deeds.

14. CAPACITY FOR DECISION MAKING

Nothing more important for an administrator, but it seems to be becoming a lost art, responsible for many of our present – day shortcomings.

Readiness to take decisions is something you must never lose. Mentality of 'submit' and 'transmit' are most unfortunate so also the habit of writing 'please speak' on every paper requiring decision. Only too often there is an eternal going round and round, a sort of 'paralysis by analysis'. Sometimes there may not be analysis just plain pure paralysis.

There seems to be a fervent belief in what Oscar Wilde once said: "I never put off till tomorrow what I can possibly do the day after".

But readiness to take decisions is something you must never lose. To the best of your ability and in all good faith, you must decide, rather than let things linger.

"The great difficulty in life does not arise so much in the choice between good and evil as in the choice between good and good".

So also you have sometimes to choose between evil and evil, but the decision has to be taken.

But only too often, difficult issues are referred to committees and commissions, whose reports- when received months later – are duly praised and pigeon – holed or else, these are placed before a conference, which has been aptly defined as "a gathering of important people who singly can do nothing but together can decide that nothing can be done."

Indecision prevalent even at high levels. Sad role of the secretary or Minute – writer: "And so when the great ones depart to their dinner, The secretary stays growing thinner and thinner, Racking his brain to record and report, What he thinks that they think that they ought to have thought".

15. DELEGATION – TRUST YOUR STAFF BUT KEEP YOUR EYES OPEN

Delegation eternally spoken but very little practiced. Reluctance to part with 'Empires'. Also, feeling of even sincere persons, that no one can do the work as well as they can. To be really successful, to build up the team, you must delegate powers.

But while delegation of powers should be the maximum, always keep your hand on the controls. For this, hard work in the early stages of your career is the key to success. It will give you the mastery which will enable you later to size up what is happening, instead of having to pore through details yourself. But while keeping yourself generally to the broad essentials, you must occasionally be prepared to go into great details, staff will then have to be on the alert always, because they will never know which is the matter you will examine in great depth and detail.

Must keep yourself in a position to lead and guide and inspire others to work for you.

16. COORDINATION

Should be done with the least show of authority. The steel should always be beneath the velvet. Give everyone the fullest sense of importance. The urge to be important is as deep in human nature as

the craving to be appreciated.

You cannot expect a person to see eye to eye with you when you are looking down on him. Treat your colleagues as those whose willing cooperation you seek and value.

“Men must be taught as if you taught them not
And things unknown proposed as things forgot”

To get willing cooperation, you must think and talk in terms of the other men's interests. Baiting the hook to suit the fish is as important when you go fishing for men. Remember you have to work with the material as it is. Your credit lies in getting the best out of it. Do not be ruffled by opposition and obstruction. A successful man is the one who can lay a firm foundation with bricks that others throw at him.

At the same time, do not be upset by being called a “generalist”. There is nothing to be ashamed or to be apologetic about it. Generalism has been well – defined as:

“Generalism is not a negative concept. A true generalist is an integrating brain power. He must have the capacity to assimilate new information, including technical information, and arrange the application of the knowledge with wisdom and judgment. Otherwise, he cannot be the integrating force and is incapable of playing the synthesizing role.



“A person irrespective of whether he began his career as a technologist, or a preserver of law and order can rise to be a generalist when he develops a sense of history and a social and political awareness”.-
-Wilfrid C. Johnson, Commissioner, U.S. Atomic energy Commission

17. RELATIONS WITH COLLEAGUES

Give everyone his place and a due sense of importance. Departmental sensitivities and jealousies have to be allowed for: He who is sure of himself, willing to let others be themselves. Important role of wives is making or marring relations.

18. RELATIONS WITH SUPERIORS

Perhaps the most difficult relationship of all. Here you are at a disadvantage. Nothing more unwise than “Jal me rah kar magar se wair karna”.

Qualities that a superior is entitled to expect are sincerity to work and loyalty to him. Loyalty all – important. Trust begets trust. If this relationship cannot be established, better be frank about it and try and get yourself transferred away (not him).

If this is not possible, no alternative save to put the best face possible in the situation. Bad superior can

be a blessing in disguise. Teaches you to be alert and wary. Also having one's nose rubbed in the mud, helps to dispel illusions and to see things in the correct perspective.

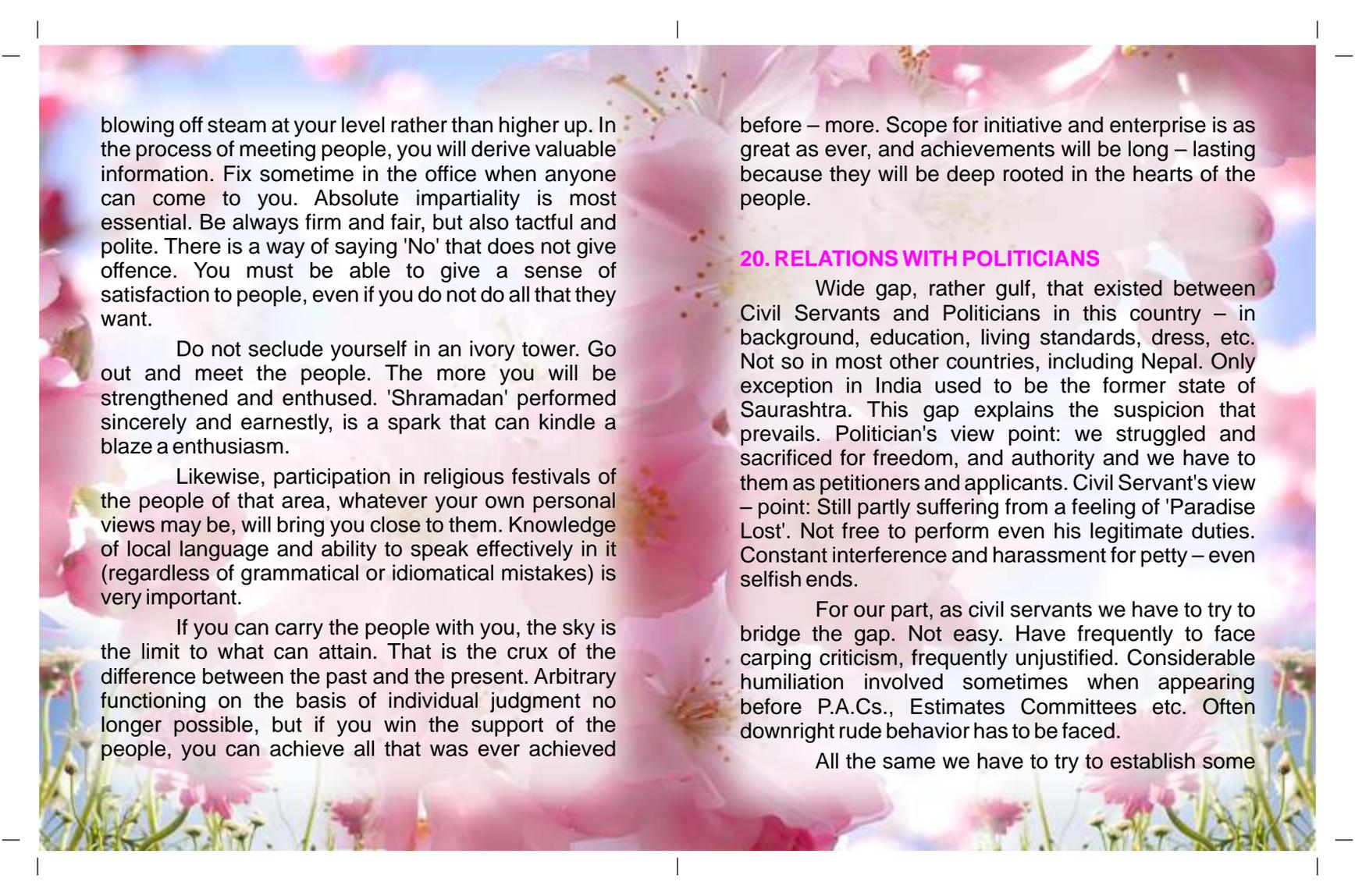
Whatever be the social or personal relations, in official relations keep a respectful distance. No familiarity or closeness should be attempted in office. You will not arouse envy or resentment of colleagues. Also you will not embarrass superior if he is keen to help you. You will also not be loaded with extra work.

By coming too close and becoming too familiar, you run the risk of incurring his displeasure, which will then be all the more severe. Beautiful saying of Rabindranath Tagore about the creeper blown down by the storm being able to climb up again, but the branch of the tree that is broken never being joined again.

Useful to follow the old adage: “Hakim ke agadi aur ghode ke pichadi kabhi nahi panda chahiye”. Listen attentively and respectfully to what a superior says, and this itself will please him. There is a way of listening that surpasses all compliments. Few human beings are proof against the implied flattery of rapt attention.

19. DEALINGS WITH PUBLIC: SINCERITY, COURTESY, PATIENCE AND ABSOLUTE IMPARTIALITY

Be accessible. Give an opportunity for people



blowing off steam at your level rather than higher up. In the process of meeting people, you will derive valuable information. Fix sometime in the office when anyone can come to you. Absolute impartiality is most essential. Be always firm and fair, but also tactful and polite. There is a way of saying 'No' that does not give offence. You must be able to give a sense of satisfaction to people, even if you do not do all that they want.

Do not seclude yourself in an ivory tower. Go out and meet the people. The more you will be strengthened and enthused. 'Shramadan' performed sincerely and earnestly, is a spark that can kindle a blaze of enthusiasm.

Likewise, participation in religious festivals of the people of that area, whatever your own personal views may be, will bring you close to them. Knowledge of local language and ability to speak effectively in it (regardless of grammatical or idiomatic mistakes) is very important.

If you can carry the people with you, the sky is the limit to what can be attained. That is the crux of the difference between the past and the present. Arbitrary functioning on the basis of individual judgment is no longer possible, but if you win the support of the people, you can achieve all that was ever achieved

before – more. Scope for initiative and enterprise is as great as ever, and achievements will be long – lasting because they will be deep rooted in the hearts of the people.

20. RELATIONS WITH POLITICIANS

Wide gap, rather gulf, that existed between Civil Servants and Politicians in this country – in background, education, living standards, dress, etc. Not so in most other countries, including Nepal. Only exception in India used to be the former state of Saurashtra. This gap explains the suspicion that prevails. Politician's view point: we struggled and sacrificed for freedom, and authority and we have to them as petitioners and applicants. Civil Servant's view – point: Still partly suffering from a feeling of 'Paradise Lost'. Not free to perform even his legitimate duties. Constant interference and harassment for petty – even selfish ends.

For our part, as civil servants we have to try to bridge the gap. Not easy. Have frequently to face carping criticism, frequently unjustified. Considerable humiliation involved sometimes when appearing before P.A.Cs., Estimates Committees etc. Often downright rude behavior has to be faced.

All the same we have to try to establish some

sort of working relationship with them, even if personal relationship is not possible. As the people's representatives, they are entitled to be treated with courtesy and respect. Their suggestions can be quite useful at times. Tendency to rule them out or view them with suspicion just because they come from politicians must be overcome.

Sympathy and understanding on our part. Also patience and courtesy. Above all absolute impartiality. Departure from this is the one thing they will not forgive. We must never allow ourselves to be manoeuvred in to a position where we have to rely on one party or group.

Tact and courtesy do not mean doing everything they want. Judge on merits, or say 'No' when you must, as sweetly as possible. At all costs, do not become their hand maiden – not like the female character in Sheridan's play, of whom it was said that 'It is impossible to ravish her, she is so willing'.

Politician as Minister

Much the same principles apply as when dealing with superior. Absolute loyalty essential. Right as well as duty to offer advice. But decision once taken to be loyally accepted and faith fully implemented. No sulking.

Relationship of trust and confidence. Even when disagreeing, not necessary to say 'No' yourself

all the time. Can leave it to departments like finance, law, Appointments (public), which are adept in saying 'No' to do this for you. Genuinely respectful treatment at all times.

21. AVOID REGIDITY AND WORRYING OVER TRIFLES

Civil servant has to be adaptable. Do not sulk at being over ruled. Need for flexibility – analogy of the tree that bows before every blast but comes upright again. You may not be able to do all that you consider good; but as long as you do not do anything you know to be bad, you should be reasonably satisfied.

Rigidity will hurt you, even if you are in the right. "here lies the body of William Jay who died maintaining his right of way. He was right, dead right, as he sped along but he is just as dead as if he were wrong".

"Don't let the beetles get you down"

Often we face up bravely to the big situations, the challenges are danger, but it is the little things, the trifles that keep nagging in our minds and get us down. Don't let the beetles get you down.

One sure way to get high blood pressure is to go mountain climbing over mole hills.

"For every ailment under the sun

There is a remedy, or there is none.
If there be one, try to find it
If there be none, never mind it"

Remember: LIFE IS TOO SHORT TO BE LITTLE

A beautiful thought and prayer:

"God grant me the serenity
To accept the things I cannot change
The courage to change things I can
And the wisdom to know the difference"

22. INITIATIVE, ENTERPRISE AND ENTHUSIASM

There must be willingness to depart from the beaten track and set procedures, when the situation demands it. Readiness to take risks. Cannot achieve much by taking shelter all the time in the book of rules. Government service becoming the refuge of the slacker & shirker & indifferent worker.

Be on the lookout for opportunities. Jumping at several small opportunities may get us there more quickly than waiting for one big one to come along.

"A journey of a thousand miles begins with a single step" – Chinese proverb.

Do everything with zest and enthusiasm, even with a joyous abandon. Sense of excitement and achievement, not boredom, it is that distinguishes the 'flier' from the 'plodder'.

Nine time out of ten we are disappointed in life because we do not ask enough of it. So grasp every opportunity and keep going ahead. If everything else fails, as a final incentive before giving up a difficult task, try to imagine it successfully completed by someone you very much dislike.

23. CONCENTRATE ON IMMEDIATE TASK

Give your full attention to task in hand. Don't keep dreaming of some rose garden over the horizon. What you have to do is NOW. Only too often we keep thinking: When I'm in a better position, then I shall do this.... When I'm confirmed, then when I get senior scale, then when I get super time scale, when I become the head of department. . . and so on. And then when retirement approaches and you look back, you seem to have missed it all and life seems to have passed you by. Life is in the living, in the tissue of every day and every hour.

"Happy the man and happy he alone
He who can call Today his own.
He who secure within, can say

Tomorrow, do they worst, for I have lived today".
(Roman poet – Horace)

The beautiful words of Kalidasa :-

“Look to this day

For this is life the very life of life

In its brief course

Lie all the verities and realities of your existence

The bliss of growth

The glory of action

The splendor of achievement

For yesterday is but a dream

And tomorrow is only a vision

But today well lived

Makes every yesterday a dream of happiness

And every tomorrow a vision of Hope

Look well, therefore, to this day

Such is the salutation to the dawn.”

24. PERSONAL EXAMPLE

Nothing inspires as much as this. Never ask others to do what you are not prepared to do yourself. Difference between precept and practice is fatal.

Consider no task too small for yourself. Standing on your dignity makes for poor footing.

Your own effort is all important. Genius is said to be one inspiration and nine parts perspiration. Gandhiji's lofty message: “Mera Jivan hi mera Sandesh Hai”- My Life is My Message.

In our own humble manner, let our actions speak louder than words, and inspiration for others to follow. Quiet steady and devoted work, divorced from publicity hunting.

“Prabhuta ko sub hi maren, prabhu mare na koyi
Jo koyi prabhu ko mare, prabhuta cheri hoyi”

25. SENSE OF HUMOR (AND SENSE OF PROPORTION)

Never lose your sense of humor. Learn to laugh at yourself and you will learn to laugh at life. Sense of humor helps to restore a sense of proportion and a sense of balance. Humor will also help you to tackle difficult and resolve tense situations when other approaches might fail. Draw upon examples from your experience.

26. HUMILITY

Required more than ever-now. Even natural

impatience and enthusiasm for quick results is sometimes mistaken for intolerance and arrogance. There is great strength in humility.

Chinese proverb:

"He who treads softly goes far"

Example of Shastriji, The apostle of Humility. No matter how high you rise, always remain humble: "The abuse of greatness is when it disjoins remorse from power".

Or to quote Shakespeare again:

"Man, Proud man, dressed in a little brief authority plays such fantastic tricks before high heaven, as makes the angles weep".

However big you may be let everyone feel at ease with you. "There is a great man who makes everyone feel small. But the real great man is the man who makes every man feel great"

– Charles Dickens

Such was the greatness of the father of our Nation: learn to count your blessings "I had the blues, because I had no shoes, until I went upon the street, and found a man who had no feet"

Lift yourself above yourself and try to think of

yourself as the instrument of a higher cause, a higher purpose: "I do not want merely to possess a faith; I want a faith that possess me" (Charles Kingsley)

Lofty ideal enshrined in beautiful Sanskrit Sloka:

"Na tvaham kamaye rajyam, Na svargam na punarbhavam;

Kamaye dukhataptanam, Praninamartinasanam"

"For myself I seek not a kingdom or heaven or the joys or reincarnation. All I seek is that those who are in sorrow and suffering may be relieved of their agony".

Beautiful prayer of St. Francis of Assisi: "Lord make me an instrument of thy peace. Where there is hatred, let me sow love; where there is injury, pardon; where there is doubt, faith; where there is despair, hope; where there is darkness, light; where there is sadness, joy. O Divine Master, grant that I may not so much seek to be consoled as to console, to be understood, to be loved as to love, for it is in giving that we receive, it is in pardoning that we are pardoned, and it is in dying that we are born to Eternal Life.

27. ALWAYS REMAIN HUMAN – BE YOUR SELF

Refuse to be a cog in this huge, impersonal machine of which you are a part. Preserve your individuality – be yourself. There is nobody else in this

wide universe like yourself, never has been and never will be.

In the words of Henry Ford: "All Fords are exactly alike, but no two men are just alike. Every new life is a new thing under the sun; there has never been anything just like it before, and never will be again. A young man ought to get that idea about himself; he should look for the single spark of individuality that makes him different from other folks, and develop that for all he is worth. Society and schools may try to iron it out of him; their tendency is to put us all in the same mould, but I say do not let that spark be lost; it's your only real claim to importance".

or as poet puts it:

"If you can't be a pine on the top of the hill

Be a scrub in the valley – but be the best little scrub
by the side of the rill;

Be a bush, if you can't be a tree.

If you can't be a bush, be a bit of grass.

And some highway happier make;

If you can't be muskie, then just be a bass.

But the liveliest bass in the lake!

We can't all be captains, we have got to be crew

There is something for all of us here

There is big work to do and there is lesser to do
And the task we must do is the near.

If you can't be highway then just be a trail,

If you can't be sun, be a star;

It is not by size that you win or you fail –

Be the best of whatever you are!"

- Late Douglas Malloch

To be yourself, first know yourself. "I have never met a man who has given me so much trouble as myself" (Dwight Moody).

It is more difficult to disintegrate a prejudice than an atom. The longest journey is the journey inwards. Our life is what our thoughts make it. It is within yourself that success or failure, happiness or sorrow lie.

"Mana eva manushyanam, karanam bhandha mokshayoha" – The mind is the source of bondage and of liberation" (Maitri Upanishad)

28. ALWAYS REMAIN KIND

"So many Gods, creeds

So many paths, that wind and wind

And just the art of being kind

Is all that this sad world needs"



“I shall pass this way but once. Any good therefore that I can do or any kindness that I can show to any human being, let me do it now. Let me not defer nor neglect it; for I shall not pass this way again.”

29. HE ONLY IS BORN BY WHOSE BIRTH THE WHOLE COMMUNITY IS UPLIFTED

So whatever the circumstances always remain human, always remain kind, and in the words of Horace Mann: “Be ashamed to die until you have won some victory for humanity.” As the Sanskrit sloka so beautifully puts it: “Vasudhaiva kutumbakam sa jato yena jatena yati vamsah samunnatim – He only is born by whose birth the whole community is uplifted.”

30. TO LIVE IN THE HEARTS OF THOSE LOVE IS NOT TO DIE

So strive to leave every place a little better than you found it. And so conduct yourself as to leave a fragrance behind. To be remembered after you are gone that is only real immortality. “*To live in the hearts of those we love is not to die.*” And so, if after you have served and gone, you leave a memory that is treasured and cherished in the hearts and minds of the people you have served then, as public servants, you can ask for no greater fulfillment and aspire for no greater reward.