

Yoga and Positive Psychology for Managing Career and Life
Prof. Ashish Pandey
Management Studies and Psychology
Shailesh J. Mehta School of Management
Indian Institute of Technology, Bombay

Pratyahara as the Intervention for Managing Self and Career
Lecture -
Organizational Suffering and Dysfunctional Behaviors

[FL], welcome to the 18th session of this course Yog and Positive Psychology for Managing Career and Life. This session is about pratyahar, Pratyahar as the Intervention for Managing Self and managing Career.

(Refer Slide Time: 00:38)

Recap: Career and Managing Self

The threshold clusters of competencies are:

1. expertise and experience is a threshold level of competency; 2. knowledge (i.e. declarative, procedural, functional and metacognitive) is a threshold competency; and 3. an assortment of basic cognitive competencies, such as memory and deductive reasoning are threshold competencies.

There are three clusters of competencies differentiating outstanding from average performers in many countries of the world They are:

- (1) Cognitive competencies, such as systems thinking and pattern recognition;
- (2) emotional intelligence competencies, including self-awareness and self-management competencies, and
- (3) social intelligence competencies, including social awareness and relationship management competencies, such as empathy and teamwork.

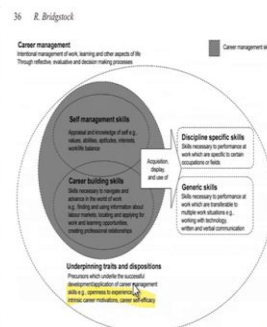


Figure 1. Conceptual model of graduate attributes for employability including career management skills.

Hooley, T, Watts, A. G, Sultana, R. G. & Neary, S. (2013). The 'Blueprint' framework for graduate management education: a critical perspective. British Journal of Psychology, 104, 1-15.

IIT Bombay



We are towards end of this course in this run there will be 20 sessions and this is 18th one. So, this is the right time for us to reflect on our journey and how this journey is started what was the context and how yog and particularly pratyahar fits into that broader context under which this course is offered.

So, you might recall that in the very first session. So, you might talked about two levels of competencies required to be successful in any career. There is one set of competency which is about expertise and experience which is the threshold to enter any field, knowledge, declarative

knowledge or procedural knowledge and functional knowledge about that field and the assortment of basic cognitive competencies like memory, deductive, reasoning these are the threshold competency.

These are not there we cannot even enter in certain profession; however, to be successful in any profession we also require other set of competencies. And these are recently identified that is why these are also called a 21st century competencies to be successful and to grow in any career. And in this category, we look at cognitive social and emotional competencies which are of different kind as we discussed and as mostly, they appear even in the performance appraisal systems.

These abilities are pattern recognition systems thinking emotional intelligence, self awareness, self management, relationship management, empathy, teamwork and our ability to connect with people and influencing without authority. So, these competencies which are called 21st century competencies are must for anyone to grow in any career. The high achievers in any career are found to have these competencies along with the threshold competencies.

If we look at the more recent model and one of the examples is a model given by Hooley and colleague about career growth skills. In the career management or career growth skills they have in fact, clubbed self management skills and career building skills. So, they have recognized that we cannot actually distinguish the self management skills and career building.

And self management are related to values, abilities, aptitude and career building skills are related to our skills competency along with openness to learn to motivate ourselves keep us motivated and keeping the our team motivated career self efficacy. These are the career building skills self management and career building skills now recognized to be clearly overlapping and these result into discipline specific skills as well as generic skills.

So, these two great findings this typology the threshold competencies and the 21st century competencies as you might recall is given by Boyatzis and his colleagues. And the framework given by Hooley and colleague they point out the importance of our ability to manage our emotions our relationships and these abilities are deeply connected to our ability to manage our body and our mind and yog is about that.

So, in this context we are looking at various interventions. So, till now we have looked at ahar, the at the physiological level we can significantly alter an alter towards better experience of ourselves on a day-to-day basis rather in a moment to moment basis. So, we looked about. So, we discussed about ahar because of the long hours of sitting and the sedentric lifestyle.

We naturally have developed the tendency to attract many ailments how it can be prevented and how asanas can be great intervention to prevent those ailments and make us on the path of thriving that is what asanas do and that was that was discussed in the intervention in the previous session.

We have it we had two sessions on pranayama. Because pranayama is a amazing intervention which is based on the breathe work and it is clearly connected to the physiology as well as our psychology. Today in this context we are looking at pratyahar.

(Refer Slide Time: 06:04)

Quick Recap: **Interventions for Managing Self and Career**

Annamaya Kosh	Pranamaya Kosh	Manomaya Kosh	Vijnanmaya Kosh	Anandmaya Kosh
Aahar (Food)	Pranayam	Yama, Niyam	Purpose	Dhyan
Asanas		Chittaprasad	Karm Yoga	Samadhi
		Managing negative emotion like Fearfulness, Anxiety, Dependence, Sentimentality	Dharma Dhyan	
		Pratyahaar		

(Refer Slide Time: 06:06)

Organizational Sufferings and Dysfunctional Behaviors



Top management level – Struggle between short-term bottom line and long-term health and employees; inconsistent policies. Many workers become a party to or victim of unethical practices, creating unease, dissatisfaction, mistrust, and guilt.

Co-worker Level - poor communication, workplace incivility, political work environment

Employee level -Inability to cope with change, issues of prestige, personal (family incivility, family responsibilities, personal health)

IIT Bombay



Before discussing pratyahar we need to reflect on the nature of organizational life. Organizational life which is the a basis of our career management is not only about good things there is a suffering there is anxiety in the organizational life. All these things can be clubbed in the form of organizational suffering.

Associated with that, but may not necessarily be arising from that, but associated to that is dysfunctional behavior abusive supervision bullying these are some of the dysfunctional behaviors at workplace. Workplace is not only about leadership, motivation, sound decision making, excellent project work it is not only about that it is also about people suffering because of loneliness, anxiety sometime lot of stress workplace is also having dysfunctional behaviors and resulting into dysfunctional relationships.

Because of the abusive supervision bullying politicking, Machiavellianism knowledge hiding these are host of things which cause suffering and which result into dysfunctional behavior and dysfunctional relationships.

To summarize all these points, we can look at these two factors arising from top management level co-worker level and a colleagues level or employee level. These factors can emerge from top

management level when we see there is a struggle between the short term bottom line and long term health and employees well being.

So, that struggle arise from that. So, suffering can arise sees result in to organizational suffering many workers become party to or victim of unethical practices and that creates unease dissatisfaction, mistrust, guilt all these are different forms of organizational suffering arising from that generally from the top level management.

Then suffering and dysfunctional behavior can come from co workers in the form of poor communication workplace incivility, political work environment and many of the other things like Machiavellism knowledge hiding passive aggression so on and so forth. This can come from our colleagues at the employee level at the personal level as well. So, the person at the individual level can also be the source of suffering in organizational context organizational behavior and showing the dysfunctional behavior.

Our inability to cope with change that is my inability that is persons inability and, but that inevitably results in certain kind of suffering. Issue of prestige if I am too touchy about my prestige or I am too touchy about my self esteem that can cause suffering there can be reasons for a family in civility, family responsibility, personal healths because of which we can suffer at organizational level. So, suffering can occur from all three levels in this regard (Refer Time: 09:46) suffering the process is long drawn.

But the key thing is that if I am able to distance even for few moments from my experience there is a possibility that I can identify solutions or ways of dealing with suffering and dysfunctional behavior the core issue and problem is that when we are part of the organizational life, we are not able to distance our situation and ourselves. Because of this deep attachment we many time are not able to perceive things in clarity.

And as a result, we are not able to find the solution which is otherwise not very difficult to find. Pratyahar is an intervention to address this specific issue pratyahar helps us in creating a distance between my situation and myself. My situation can never be in my 100 percent control my intrinsic situation can certainly have greater control.

I can certainly have greater control on my intrinsic situation, but on the environmental situation my control will always remain limited it can never be 100 percent under my control in the Hindi or Sanskrit these terms are called manahsthiti and paristhiti. Paristhiti which is environmental factor an organizational suffering dysfunctional behaviors are all come in the environmental factors can never be our control.

But manahsthiti can be in much greater control of ourselves; however, we should be able to distance from ourselves. So, that we can distinguish manahsthiti and paristhiti; pratyahar help us to distinguish manahsthiti and paristhiti.

(Refer Slide Time: 12:02)



योगस्थः कुरु कर्माणि सङ्गं त्यक्त्वा धनञ्जय ।
सिद्ध्यसिद्ध्योः समो भूत्वा समत्वं योग उच्यते ॥ ४८ ॥

Perform your duty equipoised, O Arjuna, abandoning all attachment to success or failure. Such equanimity is called yoga.

IIT Bombay



That is why in the battlefield of Mahabharat [FL]. Perform your duty equipoised, O Arjun abandoning all attachment to success or failure. Such equanimity is called yog. Our ability to remain equipoised help us to strategize better respond to the situations better employ our creative faculty better.

When Bhagwan Krishna say that be equipoised he is not asking Arjun to remain neutral he is not asking to be neutral he is asking to have (Refer Time: 12:58) So, that you can draw within reflect and can come up with the right solution and even before right solution you can come up with the right perception of the situation and accordingly you can find the right solution of the problem.

