



Excellences of a Leader Based on **Kautilya Arthashastra**

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Is there anything common to 'Leadership' in every domain, whether it is Political, Social, Business, Military, Sports, Education and even Religious orders? Is there a common manifesto for Leadership - which can hold true for any discipline, something which stays consistent, irrespective of Country and culture, that remains unchangeable with passage of time? Here we speak of Leadership as a 'position' of ultimate responsibility, where the buck stops. There are 51 Excellences that Kautilya has documented in Kautilya Arthashastra.

Kautilya Arthashastra is an ancient Indian Sanskrit treatise on Leadership & Management, Statecraft, Economic policy, and Strategy

Kautilya Arthashastra



CONCEPT OF SWAMI

Swami is the term used for a 'King' in Kautilya Arthashastra,

Swami-hood is a clear transition to higher order from that of a Raja (King) by serving rather than being served, circulating wealth rather than accumulating it, or conquering self rather than conquering the world. Most importantly, Swami is a mindset

Thus, Swami righteously propels his/her ecosystem to achieve highest standards of Behaviors, and Actions leading to prosperity for all, for the longest time

SWAMI SAMPAT (Excellences Of a Leader)

A set of 51 excellences to be attained by one on the journey to Swami-hood. These excellences are segregated under –

(Inherent) Traits – Excellences that come with the background and culture absorbed while growing up

(Learning) Attitude – Absorption of knowledge, attitude towards constantly enhancing it by implementing it in real world.

Energy & Enthusiasm – Not just having some but being capable to transfer the same to the ecosystem.

Skills – All the trainable aspects of Swami's personality – from communication, to haves/not-haves and capacity building too.

(Inherent) Traits

महाकुलीनो
दैवबुद्धिसत्त्वसंपन्नो वृद्धदर्शी
धार्मिकः सत्यवागविसंवादकः
कृतज्ञः स्थूललक्षो
महोत्साहोऽदीर्घसूत्रः
शक्यसामन्तो
दृढबुद्धिरक्षुद्रपारिषत्को
विनयकाम इत्याभिगामिका
गुणाः



	Swami Sampat (Sanskrit Term & Meaning)		Swami Sampat (Sanskrit Term & Meaning)
1	Mahakulino – the one with noble background; one with a good family and belonging to a noble lineage	5	Vruddhadarshi - Showing respect, affinity, inclination towards Role Model/ Mentor / Experienced persons
2	Daiva - Astrologically fortunate / blessed - the fortune at the time of birth since the science of astrology (jyotish) can predict the future path / journey of an individual	6	Dharmik - Inclined towards doing right things from an early age - Righteousness in Thoughts and Actions
3	Buddhi - Endowed with high intellect	7	Satyavaga - Truthful in Speech
4	Satva - Spirited in Action, exhibits goodness in behavior and action	8	Avisanvadaka - Says what he means and means what he says; does not break his promise

	Swami Sampat (Sanskrit Term & Meaning)		Swami Sampat (Sanskrit Term & Meaning)
9	Krutadnyaha - one who has attitude of gratitude; the one who is Grateful	13	Shakya Samanto Considering the present environment - being aware & alert about weak neighbors (kings/princes)
10	Sthul-laksho - the one with a mindset of having a larger purpose driven from an early age	14	Drudh buddhi - Resolute in mindset - being Determined
11	Maha Utshaho - possesses a good combination of Energy, Enthusiasm & Passion	15	Ashudra Parishadko - the one with virtuous ministers, always; avoids negative influence
12	Adirgha Sutra – does not Procrastinate	16	Vinaya Kama – the one who trains the mind to be disciplined

(Learning) Attitude

शुश्रूषा श्रवण ग्रहण धारण
विज्ञान
ऊह पोह
तत्वाभिनिवेशः च
धीगुणाः ॥



	Swami Sampat (Sanskrit Term & Meaning)		Swami Sampat (Sanskrit Term & Meaning)
17	Sushrusha – has a burning desire; hunger to learn, passionately curious, hungry for knowledge	21	Vigyaan – Reflects on learning (using past beliefs, experiences, world views, knowledge) again and again; creates association; develops thorough understanding by running through the mind & processing it
18	Shravan - Listens with your Mind, Heart and Body	22	Uha -Introspects and evaluates
19	Grahan - Absorbs that which has been ingested (through listening, reading, watching etc.)	23	Apoha - Rejects pre-conceived notions, false or incorrect views
20	Dhaaran - Retains that which is learnt	24	Tatva Abhi Nivesha - Focuses and holds the truth arrived at by thorough processing; the one who's willing to unlearn to learn something anew

Energy Qualities

शौर्यममर्षः शीघ्रता दाक्ष्यं
चोत्साहगुणाः ।।



	Swami Sampat (Sanskrit Term & Meaning)		Swami Sampat (Sanskrit Term & Meaning)
25	Shauryam - shows courage /valor/boldness at the time of adversity	27	Sheeghrata - has sense of urgency; who is able to respond quickly
26	Amarsh - Passion; has the ability to face (with courage) the outcome of the steps taken	28	Daaksham - Agility; the quality response (even when it's a quick response)

Skills

वाग्मी प्रगल्भः स्मृतिमतिबलवानुदग्रः
स्ववग्रहः कृतशिल्पोऽव्यसनो
दण्डनाय्युपकारोपकारयोर्दृष्टप्रतीकारी
हिविमानापत्प्रकृत्योर्विनियोक्ता
दीर्घदूरदर्शी देशकालपुरुषकारकार्यप्रधानः
संधिविक्रमत्यागसंयमपण
परच्छिद्रविभागी
संवृतोऽदीनाभिहास्यजिह्वाःभृकुटिक्षणः
कामक्रोधलोभस्तंभचापलोपतापपैशुन्यही
नः शकलः
स्मितोदग्राभिभाषि वृद्धोपदेशाचार
इत्यात्मसंपत्



	Swami Sampat (Sanskrit Term & Meaning)		Swami Sampat (Sanskrit Term & Meaning)
29	Vagmi - Eloquence – creates maximum impact with minimum words	34	Krutishilpo – the one who's skilled in all arts required to discharge duties of a leader
30	Pragalbha - Fortitude - withstands in the face of any challenge	35	Avyasano - the one who's non-indulgent. Indulges without getting consumed
31	Smriti-Mati Balvan – possesses a good combination of strength of memory and strength of intellect	36	Dandanyaya - Ability to lead an army - knows his/her team members well
32	Udagraha - High & Lofty	37	Upakara - (favor, obligations done by others) ApaKara (hurtful treatment done by others) Yo drushta pratikari - responds in equal measure The one who has the ability to respond in equal measure to others –who does favor or cause hurt
33	Swavagraha - the who is a go-getter; practices simple living and high thinking	38	Heeymaan - Conscientiousness

	Swami Sampat (Sanskrit Term & Meaning)		Swami Sampat (Sanskrit Term & Meaning)
39	Aapat (adversities) prakrutyo(normal circumstances) Vini Yokta (ability to take disciplined actions) Ability to take actions in adversities or normal circumstances	43	Tyag Sayyam Pana – the one whos well aware of - What to Let go or hold on to; the one who is great & realistic at Negotiations (during a Treaty)
40	Dirgh Dur Darshi – the one with Far reaching and foresighted Vision	44	Para Chhidra Vibhagau - Finds loop holes; Finds weaker point of the opponent and strikes at the right time during Negotiations
41	Desh (location) Kaal (time) Purushkaar (Human efforts) Karya Pradhan – the one who is mindful of the impact of Location, time and human efforts	45	Sam Vrutti Aadeen- the one who's well guarded & mindful in his behaviour and does not treat anyone as inferior
42	Sandhi Vikram - Knows when to create/initiate a Treaty/ negotiation; Discriminates between Peace & War	46	Abhi Hasya – does not laugh in an undignified manner or inappropriately

	Swami Sampat (Sanskrit Term & Meaning)		Swami Sampat (Sanskrit Term & Meaning)
47	Ajimha Brukuti Kshanaha - the one with a frownless and dignified look; who's aware and conscious	50	Smitoda Agraami Bhaashi Speaks with a smile and with elegance
48	Kaama, Krodha, Lobha, Stambha, Chaapa-Lopa, Taapa, Paishunya - Hinaha the one who's devoid of negative traits like lust, anger, greed, lethargy, fickle mindedness, highly irritable, wickedness	51	Vruddhopdeshaachara- Behaves as directed by respectable personalities (parents, experienced ones, mentors, etc.) ; follows the wisdom shared by other respectable persons
49	Shakla- the who's sweet in speech, handles people well		

Sample set of questions for Reflection & Introspection

It's a sample set, and one can always go beyond in the understanding of these excellences and its behavioral manifestations

Read the statements in the following slides, and based on your understanding of Self, the behaviour and habits, check, how often do you demonstrate the specific behaviour

5: Always - almost on all occasions, 100 percent of the times. Comes naturally to me and hence its my nature

4: Often – about 70 percent of the times. Comes naturally but some challenges, at times prevents me to act on it

3: Sometimes - about 40-50 percent of the times, however inertia does not let me act on it at every occasion. However with deliberate efforts, it happens on some occasions

2: Rarely – about 20-25 percent of the times, I can hardly manage it and also have a lot of trouble in making it possible. It does not come to me naturally

1: Never - its not happening at all



Sample set of questions for Reflection & Introspection :: (Learning) Attitude

Rating Criteria 5: Always 4: Often 3: Sometimes 2: Rarely 1: Never

Sushrusha – hunger to learn, passionately curious

- Do I accept when I don't know enough / sufficiently?
- Do I look at situations, people, places from the point of view of how I can learn more?

Shravan - listening with the mind, heart and body

- Do I listen, watch, read, discuss with an open mind?
- Do I make mental or actual notes when I am in the process of ingestion?

Grahan - absorption of the learning

- Do I make conscious efforts to absorb the information?
- Do I revise and revisit the learning till I am confident of my understanding?

Dhaaran - Retention of the learning and Reflection

- Am I able to retain the learning in a holistic manner?
- Do I spend conscious time, on my own to understand how the learning could be applied in day to day life?

Sample set of questions for Reflection & Introspection :: (Learning) Attitude

Rating Criteria 5: Always 4: Often 3: Sometimes 2: Rarely 1: Never

Vigyaan – Reflects on learning Creating Associations

- While I am reflecting, do I come up with my own set of analogies, examples, and associations?
- Do I see the learning from multiple angles and through various lenses?

Uha - Introspects – does self evaluation & selectes what's relevant (now)

- Do I see which applications of my knowledge gained are aligned to my purpose?
- Do I make deliberate efforts to experiment with the new set of learning and validate it for myself?

Apoha - Rejects of pre-conceived notions, false views or incorrect views

- Do I invest time in understanding and making mental notes, of what worked for me and what I need to still think over or experiment with?
- Do I consciously invest time in segregating what is relevant now and what may be tested in the future?

Tatva abhi nivesha – Firmly focusses on crystalized learnings

- Do I identify opportunities for application and leverage them promptly?
- Am I distilling from my experiences of application and reinforcing or modifying my learning?
- Am I able to leverage the recently gained knowledge in the most difficult situations?

Sample set of questions for Reflection & Introspection :: Energy Qualities

Rating Criteria 5: Always 4: Often 3: Sometimes 2: Rarely 1: Never

Shauryam: Courage /Valor/ Boldness

- I act quickly to capitalise on opportunities for business/organizations growth or improvements
- I focus on performance outcomes despite uncertain or difficult circumstances
- I accept and take on challenges with a 'can-do' attitude

Amarsh – Endurance

- I set and maintain high standards for myself and my team members
- I recognize and capitalize on opportunities and feel responsible for achieving it

Sheeghrata – Sense of Urgency

- I sense the need of stakeholders even before the alarm is raised
- I have a bias for action – to address these needs promptly
- I am generally the first to respond to an unexpected situation at work

Daaksham - Agility

- I have the skills, which are required to execute my responsibilities and knowhow what to apply when
- I work with the resources at hand and cause no delays waiting for more



Let's Create
Prosperity
Together!

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