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INNOVATIVE MANAGEMENT PRACTICES
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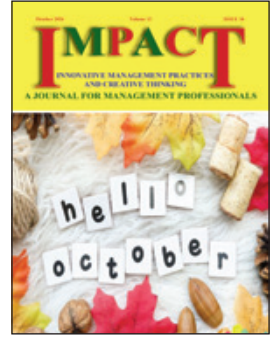
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Dear Readers,

Embrace innovation without surrendering our human values

World is advancing faster than ever—but speed alone is not progress. AI, digitalisation and economic growth are opening extraordinary possibilities, yet they also bring risks: misinformation, job disruption, environmental pressure and declining wellbeing. The greater our power, the greater our responsibility to use it wisely.

The choice before society is not between progress and responsibility; it is whether progress can exist without sacrificing responsibility.

Technology must serve society, not overwhelm it. The challenge before us is clear: embrace innovation without surrendering our human values. True progress is not measured by how advanced our machines become, but by whether they make our lives more sustainable, equitable and meaningful.

Technology must serve people, not the other way around. True progress will be measured not by how powerful our machines become, but by how responsibly we use that power to build a sustainable, equitable and humane future.

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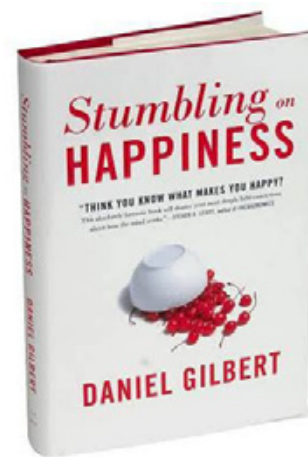
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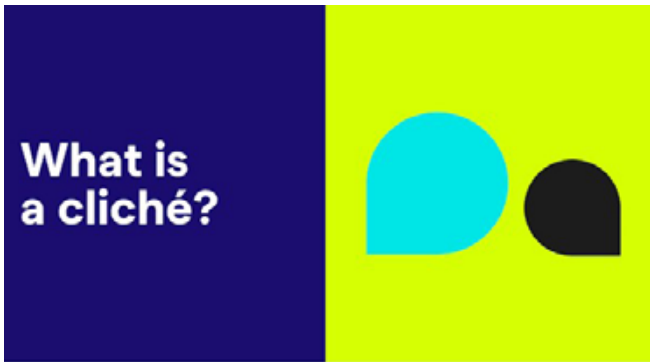
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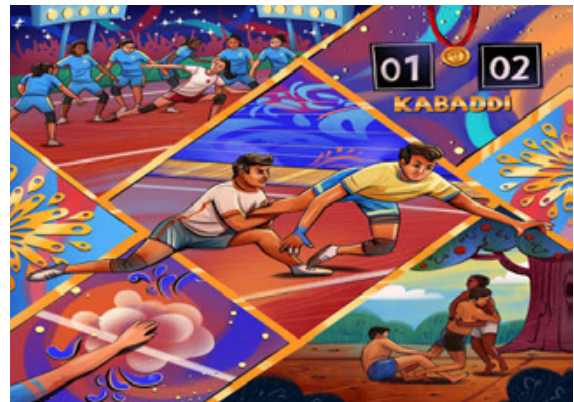
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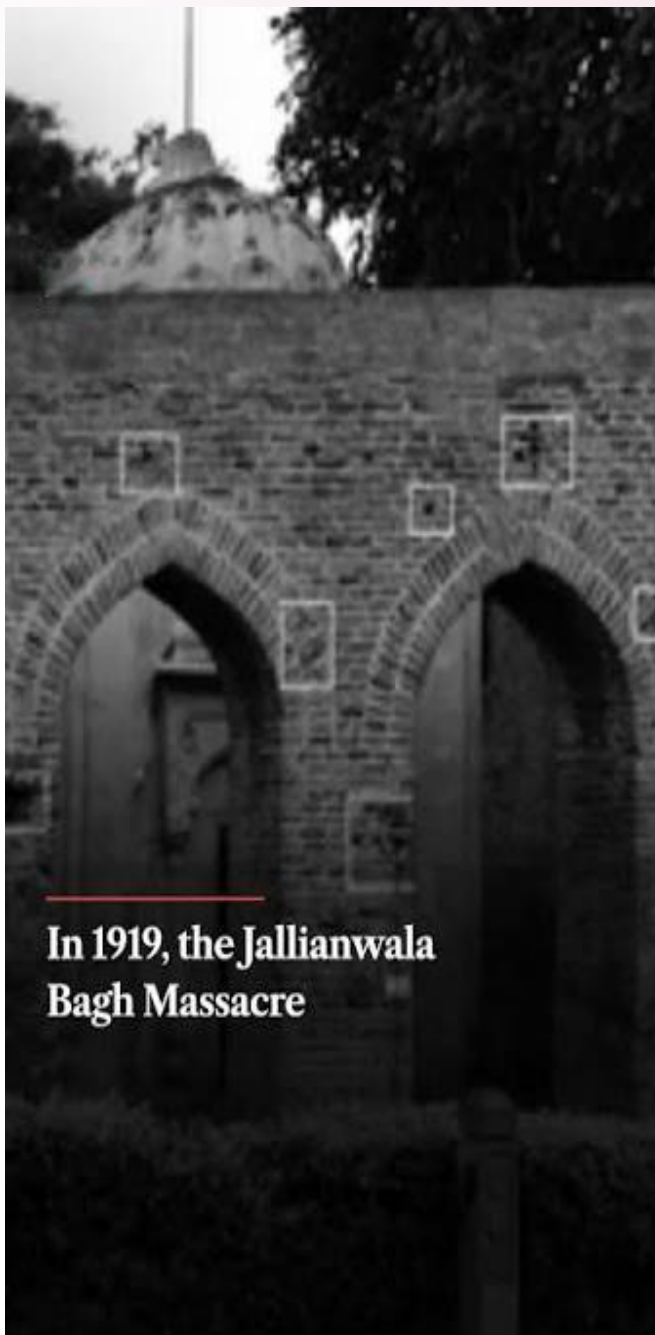
The 1919 Jallianwala Bagh Carnage and the ‘safe’ arrival of the Prince of Wales to India in 1921

The anger of Indians against the British was at its peak, after the Jallianwala Bagh massacre of several hundreds of Indians, by the ruthless Gen. Dyer and his armed forces. Still, the British Crown had the audacity to send in 1921, to India, the Prince of Wales (who later became Edward VII — the King of England). He arrived in Bombay Dock, on board the battle

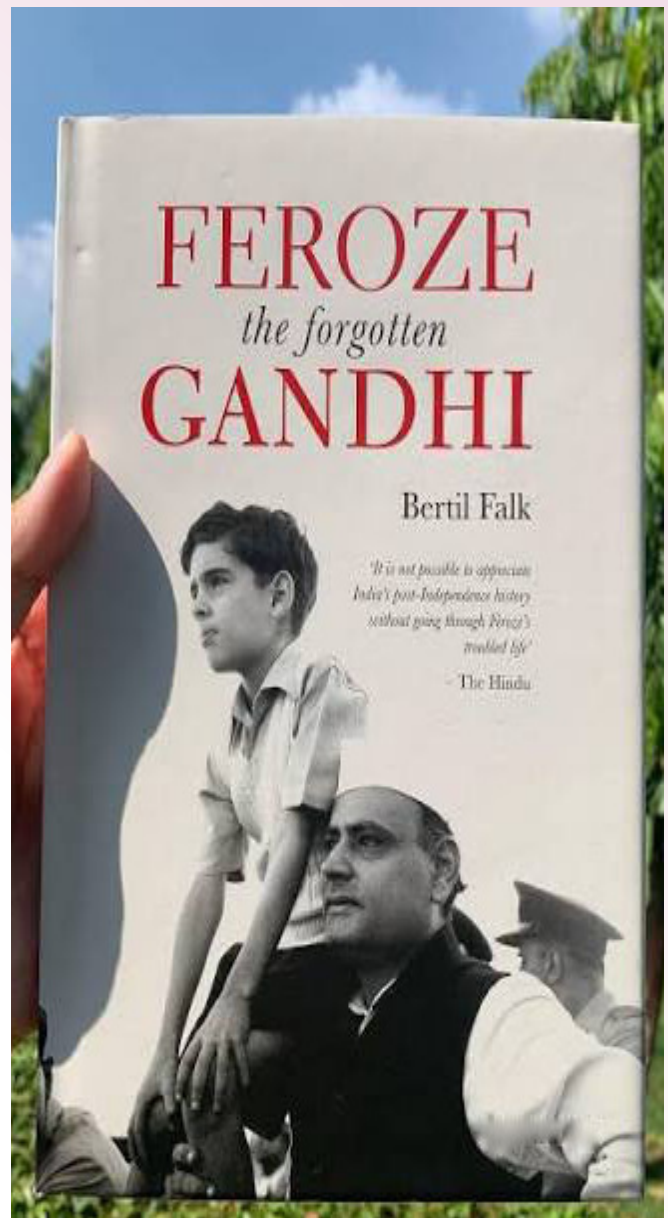
cruiser HMS ‘Renown’, on 11th November 1921, accompanied by a young relative, namely Lord Louis Mountbatten, who later became the Viceroy of India before India’s Independence.

The following is from the book “The Forgotten Gandhi” by Bertil Falk — Page 4, published by Roli Books).





“The anger against the British, as a result of the Jallianwala Bagh massacre was so high, that several Indians including the Mahatma Gandhi did not want the Prince of Wales to come to India. However, “Ironically, the man in charge of safely receiving and escorting the Prince of Wales and Lord Louis Mountbatten, was none other than Jehangir Faredoon Gandhi, (he acquired the title ‘Gandhi’ much later) who went on to become the father-in-law of India’s Prime Minister late Mrs. Indira Gandhi!”



Mr. Jehangir Faredoon ‘Gandhi’s’ grandchildren are Mr. Rahul Gandhi and Mrs. Priyanka Vadra !
The rest is history.

Dr. H.V. Hande

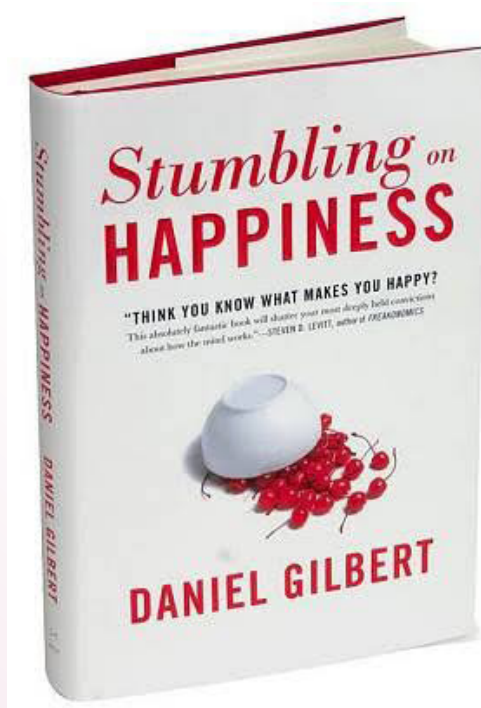
*Former Health Minister of
Government of Tamilnadu.
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Hande Hospital.*



Book Review

STUMBLING ON HAPPINESS

By
DANIEL GILBERT

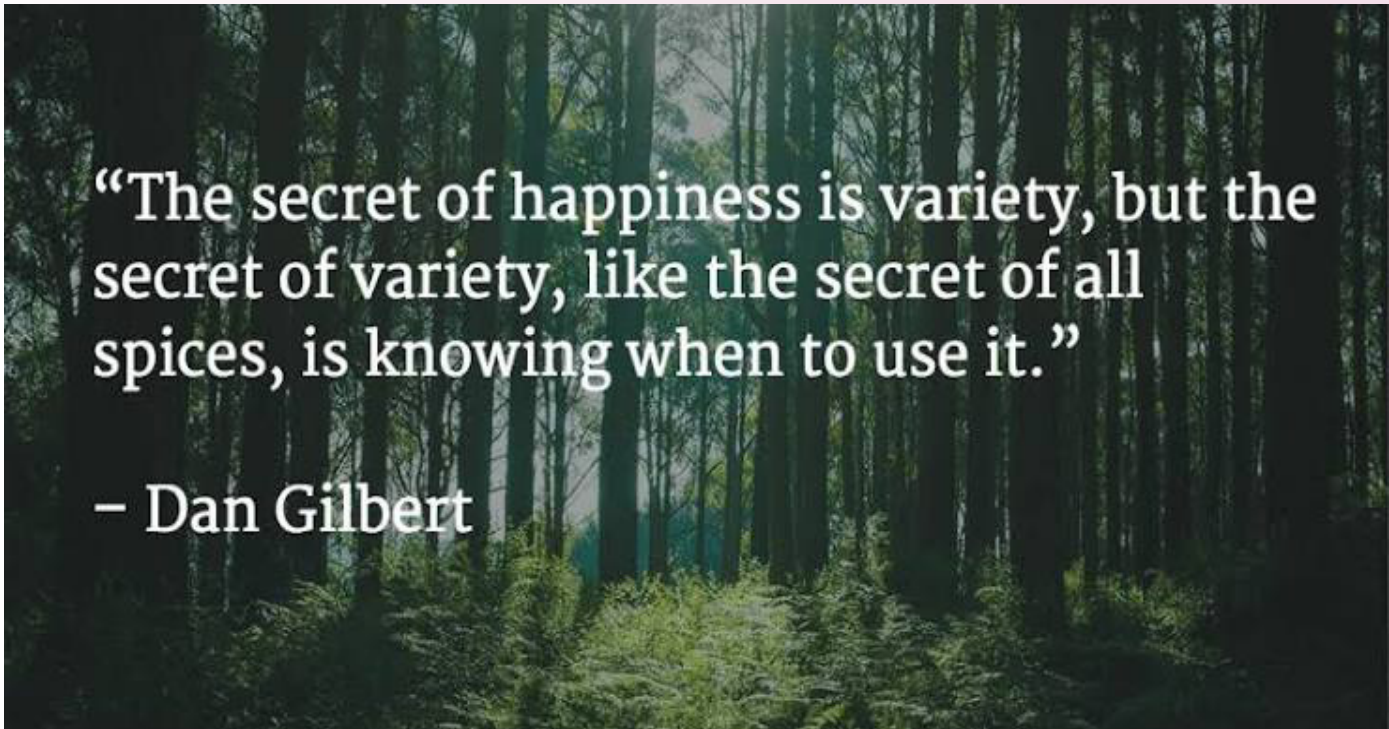


A brilliant book, a useful book and a book that could quite possibly change the way you look at just about everything. And as a bonus, Gilbert writes about why human beings are for ever wrongly predicting what will make them happy.

Some of the thoughts of the author are narrated below-

The author talks about the science of happiness. We all steer ourselves towards the future that we think will make us happy but what does the word really mean? How can we ever hope to achieve solid scientific answers to questions about something as gossamer as a feeling?

All men seek happiness, no exception, whatever means they employ. This effort has two sides-



“The secret of happiness is variety, but the secret of variety, like the secret of all spices, is knowing when to use it.”

– Dan Gilbert

positive and negative. It aims at absence of pain and displeasure. On the other hand, we strive for experience of strong feelings of pleasure.

We see things that really are not there. We remember things that really did not happen. We can not help but expect the future to unfold with the details we imagine.

If the past is a wall with holes, the future is a hole with no walls. Memory uses imagination in filling up the gaps. The Present colors our remembered Pasts, it thoroughly infuses our imagined Futures. Most of us have a tough time imagining a Tomorrow that is terribly different from Today.

When people have to reason about something abstract, they tend to imagine something concrete that the abstract thing is like and then reason about that instead.

For most of us, Space is the concrete thing that Time is like. Most of us will pay a premium today for the opportunity to change our minds tomorrow. But if we keep our options open, it has both benefits and costs.

Let us not point out problems without offering solutions.

There is a simple method by which anyone can make strikingly accurate predictions about how will feel in the future. But unfortunately no one wants to use it.

To learn from experience we must remember it and for a variety of reasons, memory is a faithless friend. Practice and coaching get us out of our diapers but they are not enough to get us out of our Presents and into our Futures.

We often reject the lessons that the emotional experience of others has to teach us.

R. Venugopal

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



Wrong Clichés in Our Society and Their Actual Meanings

We often repeat certain phrases so frequently that we stop questioning them. These clichés may sound wise, practical or socially acceptable, but many of them are misleading. Their real meaning is often very different from what society assumes.



Common Cliché	What Society Usually Means	Actual Meaning
“Money can’t buy happiness.”	Money is unimportant.	Money cannot guarantee happiness, but financial security can significantly reduce stress and create opportunities for a better life.
“Follow your passion.”	Choose a career based only on what you love.	Passion often develops through competence, experience and meaningful work. It need not be the starting point.
“Hard work always pays off.”	Anyone who works hard will succeed.	Hard work improves the odds of success, but circumstances, opportunity, timing, resources and strategy also matter.
“Respect your elders.”	Older people should automatically be obeyed.	Age deserves courtesy, but genuine respect should also depend on character, behaviour and mutual consideration.
“Time heals everything.”	Just wait and problems will disappear.	Time creates distance, but healing usually requires acceptance, reflection and sometimes deliberate action.
“Failure is the stepping stone to success.”	Every failure is automatically beneficial.	Failure becomes valuable only when we learn from it and change our approach.

Common Cliché	What Society Usually Means	Actual Meaning
“Be yourself.”	Never change who you are.	Authenticity matters, but personal growth means recognising weaknesses and evolving.
“The customer is always right.”	Customers cannot be questioned.	Customers deserve good service, but they can also be mistaken, unreasonable or uninformed.
“Honesty is the best policy.”	Say everything exactly as you think it.	Honesty should be combined with empathy, timing and responsibility. Truth without sensitivity can become cruelty.
“Think outside the box.”	Be creative.	Creativity is not merely having unusual ideas; it involves challenging assumptions and producing useful alternatives.
“Age is just a number.”	Age doesn't matter at all.	Age does not determine a person's worth, but it can affect experience, health, responsibilities and opportunities.
“What will people say?”	Society's opinion must guide our decisions.	Social feedback can be useful, but living entirely for others' approval can prevent individuality and growth.
“Boys don't cry.”	Men should remain emotionally strong.	Emotional expression is a normal human need. Suppressing emotions does not create strength.
“Good things come to those who wait.”	Patience alone brings success.	Patience matters, but meaningful results usually require preparation, action and persistence.
“Jack of all trades, master of none.”	Specialisation is always better.	Diverse skills can be extremely valuable, particularly in a rapidly changing world.

Common Cliché	What Society Usually Means	Actual Meaning
“You have to sacrifice everything to succeed.”	Success requires abandoning family, health or happiness.	Sustainable success requires balancing ambition with wellbeing and relationships.
“First impression is the last impression.”	Our first judgment of someone is usually correct.	First impressions are powerful but frequently incomplete or biased.
“Work is worship.”	Working constantly is virtuous.	Meaningful work can be fulfilling, but rest, relationships and life outside work are equally important.
“Be practical, not idealistic.”	Dreams and principles are unrealistic.	Practicality is necessary for execution, but many important social changes began as seemingly impractical ideals.
“Comparison is the thief of joy.”	Never compare yourself with anyone.	Constant comparison can damage wellbeing, but thoughtful comparison can also reveal opportunities for learning and improvement.

The deeper lesson

The problem with clichés is not always that they are completely false. Their danger lies in treating a partial truth as a universal truth. A phrase repeated for generations can become accepted wisdom even when society, technology and human behaviour have changed.

For example, “hard work always pays off” encourages perseverance, but it can also unfairly suggest that people who struggle simply did not work hard enough. Similarly, “respect your elders” promotes social harmony, but respect should ideally be mutual rather than automatically granted according to age.

Perhaps the most misleading cliché of all is “That’s the way things have always been done.” Tradition can preserve valuable wisdom, but it can also preserve

outdated habits and unfair practices. A mature society should have the courage to ask not only “Why do we do this?” but also “Does it still make sense?”

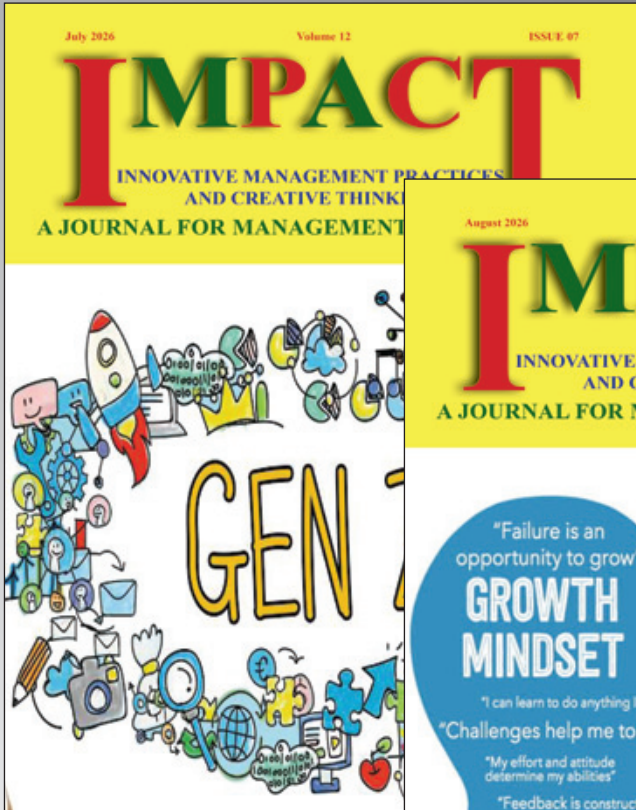
Clichés are shortcuts for thinking. Wisdom begins when we stop accepting the shortcut and examine the meaning behind it.

Dr. B. Sahana

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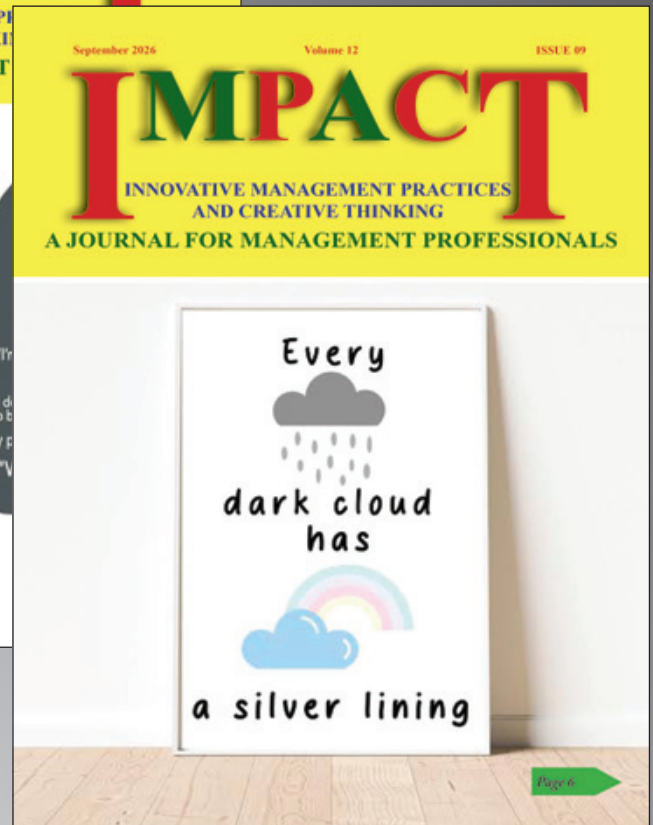
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Unique Sports

Sport is often associated with familiar games such as cricket, football, tennis, basketball and athletics. Millions of people around the world watch and participate in these mainstream sports, which have become powerful symbols of competition, entertainment and national identity. Yet beyond the stadiums and television screens lies a fascinating world of unusual and lesser-known sporting activities. These unique sports may involve extraordinary physical abilities, ancient traditions, unusual equipment, challenging environments or rules that are completely different from conventional games.

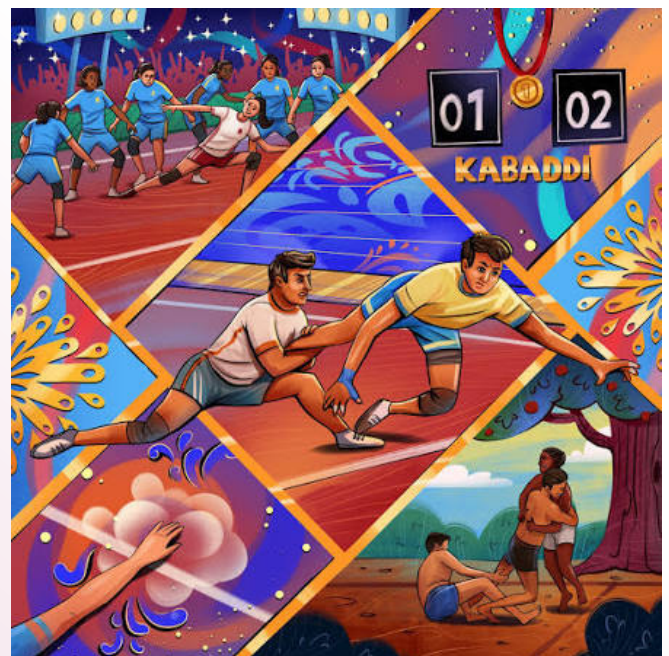
Unique sports remind us that the idea of sport is far broader than simply running, jumping or scoring goals. Communities have created games that reflect their geography, culture, history and way of life. Some sports developed from traditional occupations, while others evolved from festivals and local customs. There are sports played on ice, underwater, in mud, on horseback and even in environments where ordinary sporting activities would be difficult. What unites them all is the human desire to test skill, courage, endurance, creativity and determination.

Exploring these sports also gives us a different perspective on the meaning of competition. They demonstrate that athletic excellence can take many forms. A person may need balance rather than speed, strategy rather than strength, or courage rather than physical power. From the dramatic Scottish Highland Games to the fascinating underwater world of underwater hockey, unique sports offer an extraordinary window into human ingenuity.

1. Kabaddi: Strength, Strategy and Breath Control

Kabaddi is a traditional South Asian sport that has developed into an internationally recognised competitive game. Its simplicity is one of its most interesting features. Players do not require expensive equipment or elaborate infrastructure. Instead, the game depends on physical strength, agility, teamwork and tactical intelligence.

In kabaddi, two teams compete on a rectangular court. A player known as the “raider” enters the opponent's half and attempts to tag one or more defenders before returning safely to his or her own side. The defenders try to stop the raider from returning. Traditionally, the raider must maintain a continuous chant while making the raid, reflecting the importance historically placed on breath control.



2. Sepak Takraw: Volleyball with the Feet

Sepak takraw, popular across Southeast Asia, is one of the world's most spectacular net sports. At first glance it resembles volleyball, but there is a major difference: players generally use their feet, knees and head rather than their hands and arms to control the ball.

The ball is traditionally made from woven material, while modern versions often use synthetic materials. Players perform high kicks, spinning movements and acrobatic attacks to send the ball over the net. Some athletes can execute movements that appear almost impossible to spectators unfamiliar with the sport.



Sepak takraw demands exceptional flexibility, coordination, balance and timing. A player must judge the speed and trajectory of the ball while positioning the body for a precise kick. The sport is also visually spectacular, making it an excellent example of how athletic performance can become a form of art.

3. Underwater Hockey: A Sport Beneath the Surface

Imagine playing hockey without being able to breathe continuously. That is the basic challenge presented by underwater hockey. Players dive to the bottom of a swimming pool and use short sticks to push a weighted puck across the pool floor.



Teams attempt to move the puck into the opposing team's goal while holding their breath. Players repeatedly swim to the surface for air before returning to the game. Because the action takes place underwater, communication is extremely limited. Participants must therefore develop strong awareness of their teammates and opponents.

Underwater hockey requires swimming ability, lung capacity, speed, tactical awareness and considerable composure. It also demonstrates how a familiar sporting concept can be transformed by changing the environment. Instead of running across a field, athletes move through water, creating a completely different physical and strategic experience.

4. Wife Carrying: A Race with a Difference

Wife carrying is a humorous and unusual sporting event associated particularly with Finland. Competitors race through an obstacle course while carrying their partner. The course may contain water, sand and other obstacles, making the event considerably more challenging than its playful reputation suggests.

Although the sport has a humorous character, it requires genuine physical ability. Competitors need strength, balance, endurance and excellent cooperation. The person being carried must also understand how to position their body so that the pair can move efficiently.



The event has become an example of how sport can combine entertainment and competition. It also demonstrates the importance of local traditions and community participation. Participants and spectators often treat the event as a celebration rather than simply a serious athletic contest.

5. Chess Boxing: Intelligence Meets Physical Strength

Chess boxing is one of the most unusual combinations of mental and physical competition. It alternates rounds of chess with rounds of boxing. Competitors therefore need to be prepared for two very different kinds of pressure.

A player may have to think strategically across a chessboard and, shortly afterward, defend against an opponent physically. Success requires concentration, endurance and the ability to control emotions. Fatigue from boxing can affect



decision-making during chess, while the mental strain of chess can influence performance in the boxing rounds.

Chess boxing challenges the traditional distinction between “mind sports” and “physical sports.” It demonstrates that athletic competition does not necessarily have to be exclusively physical. Intelligence, concentration and physical conditioning can work together.

6. Bossaball: Sport with Music and Acrobatics

Bossaball is a modern sport that combines elements of volleyball, football, gymnastics and music. It is played on an inflatable court with a trampoline positioned near the net. Players can use their hands, feet and other parts of the body to send the ball across the net.

The trampoline allows players to jump exceptionally high, producing spectacular aerial movements.



Music and rhythm are also important elements of the game, creating an atmosphere that is closer to a sporting festival than a traditional match.

Bossaball represents the changing nature of modern sport. It combines athletic competition with entertainment and creativity. Its popularity shows that new sports can emerge by blending established activities into something entirely different.

7. Highland Games: Strength Rooted in Tradition

The Highland Games of Scotland provide an excellent example of the connection between sport and cultural heritage. These events include traditional strength competitions such as the caber toss, stone putting and hammer throwing.



The caber toss is perhaps the most famous event. Participants attempt to throw a large wooden pole so that it turns end over end and lands as straight as possible. The objective is not simply to throw the caber the greatest distance; accuracy and technique are important.

The Highland Games developed from Scottish traditions and gatherings, but they have now become internationally recognised cultural sporting events. They demonstrate how historical customs can survive and flourish through organised competition.

8. Cheese Rolling: Courage on a Steep Hill



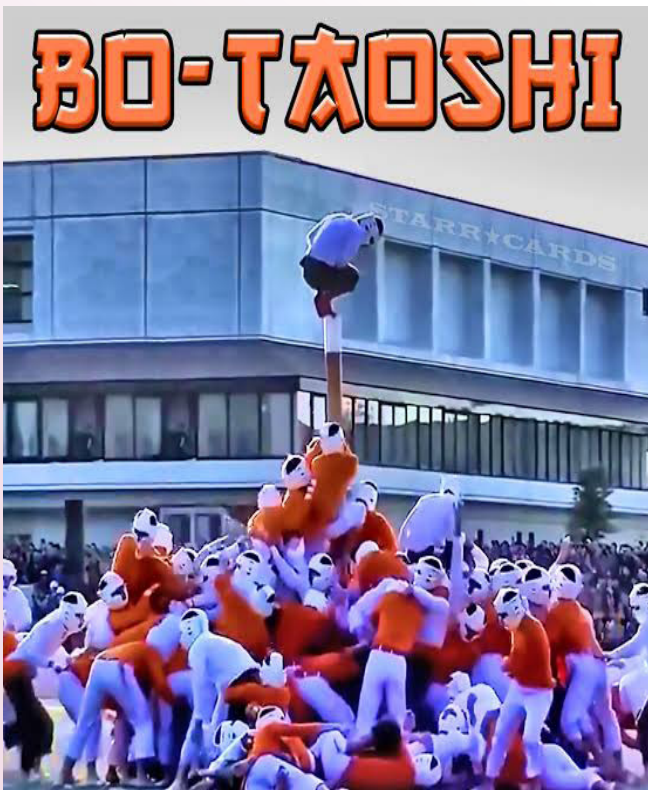
Cheese rolling is another unusual sporting tradition associated with England. Participants chase a wheel of cheese down a steep hill, attempting to reach the bottom first.

The concept sounds simple, but the steep slope makes the event extremely demanding and potentially hazardous. Competitors often tumble, roll and slide as they try to maintain their momentum. Despite the apparent chaos, the event attracts participants and spectators because of its combination of tradition, excitement and humour.

Cheese rolling illustrates that sport does not always require carefully engineered stadiums. Sometimes a hill, a traditional object and a willing community are enough to create a memorable competition.

9. Bo-taoshi: A Test of Teamwork

Bo-taoshi is a Japanese team game traditionally associated with school and military-style physical training. Two teams compete around a tall pole.



One side attempts to protect its pole while the other attempts to bring it down.

The sport can involve large numbers of participants simultaneously, creating an extraordinary display of teamwork and physical movement. Players form human structures, defend positions and attempt to overcome the opposing team's formation.

The game highlights the importance of collective strategy. Individual strength matters, but success depends heavily on coordination and communication. It is a reminder that some of the most fascinating sports are not about individual stars but about the effectiveness of a group.

10. Buzkashi: The Ancient Horseback Competition

Buzkashi is a traditional equestrian sport associated with Central Asia. It is particularly prominent in countries such as Afghanistan and has historical connections with nomadic cultures.

Riders on horseback compete to gain possession of a heavy object and carry it toward a designated area. The game requires extraordinary horsemanship, strength and courage. Horses must respond rapidly to their riders while competitors attempt to gain control of the object.



The Cultural Value of Unique Sports

One of the most important features of unusual sports is their connection to culture. Traditional games frequently emerge from the environment and lifestyle of the communities that created them. Sports developed in mountainous areas may emphasise climbing, strength or endurance, while coastal communities may create water-based competitions.

The Future of Unique Sports

Unique sports reveal the remarkable diversity of human creativity. From kabaddi and sepak takraw to underwater hockey, chess boxing, Highland Games and buzkashi, these activities demonstrate that competition can take countless forms. They challenge athletes physically and mentally while

often carrying stories about the communities that created them.

In an increasingly globalised world, discovering these unusual sports can help us appreciate both our differences and our shared human instincts. Across cultures, people continue to play, compete, cooperate and challenge themselves. Whether the prize is a medal, a trophy, recognition or simply the joy of participation, unique sports ultimately celebrate one universal quality: the human desire to push beyond ordinary limits.

Mr. Arun Mehta
Sports Journalist

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Modern Management from Indian Philosophy

PART - 10

ABSTRACT

Think tanks are knowledge-driven organisations that shape public policy, strengthen governance, and influence public discourse. In an era marked by uncertainty, rapid technological advancement, and increasingly complex social challenges, the effectiveness of think tanks cannot be measured solely by the volume of their publications. Modern think tank management therefore demands a holistic model that integrates ethical leadership, strategic intelligence, knowledge collaboration, innovation, employee well-being, stakeholder engagement, and public accountability.

Indian philosophy provides a rich and practical foundation for such a model. Dharma and Karma Yoga emphasise duty, integrity, responsible action, and selfless service. The Arthashastra contributes valuable insights into strategic planning, resource management, institutional resilience, and decision-making. Similarly, the Upanishads, Vedanta, and Yoga philosophy promote inquiry, interconnectedness, self-awareness, discipline, mindfulness, and holistic well-being. The Integrated Think Tank Management Framework translates these philosophical insights into a contemporary management system. It brings together ethical leadership, strategic planning, and knowledge collaboration as essential organisational inputs. These are transformed through mindfulness,

well-being, and innovation, and directed towards ethical governance and meaningful stakeholder engagement. Continuous feedback and feedforward mechanisms enable think tanks to anticipate change, learn from experience, improve performance, and adapt responsibly to emerging needs.

The framework therefore shifts think tank management from an output-centered approach to a purpose-driven model in which institutional excellence is inseparable from ethical conduct and public value. Its principal outcomes—enhanced effectiveness, sustainability and responsibility, and societal impact—highlight the need for knowledge institutions that are intellectually rigorous, socially responsive, financially resilient, and publicly accountable. Ultimately, the framework presents Indian philosophy not merely as a cultural inheritance, but as a dynamic source of management wisdom. It advances the vision of a future-ready think tank that combines evidence with ethics, strategy with wisdom, innovation with mindfulness, and institutional performance with social responsibility. Through this synthesis, think tanks can build lasting credibility, foster inclusive development, and contribute more meaningfully to the welfare of society.

Keywords: Think Tanks, Indian Philosophy, Ethical Leadership, Karma Yoga, Dharma, Arthashastra,

Knowledge Management, Knowledge Collaboration, Mindfulness, Innovation, Ethical Governance, Sustainability, Societal Impact.

1) Introduction

Think tanks worldwide are knowledge-driven organisations that influence policy, governance, and public discourse. Indian think tanks often embody principles rooted in Indian

philosophy—whether consciously or through cultural ethos—manifesting in leadership styles, strategic approaches, ethical governance, and collaborative practices. Globally, think tanks integrate philosophical and ethical frameworks such as pragmatism, reflective inquiry, and inclusive governance to enhance their effectiveness and societal impact. Table 1 depicts clearly the philosophical principles in think tank management as below:

Table 1 showing the Philosophical Principles in Think Tank Management

Sl Nr	Component	Indian Philosophy Concept	Implementation Strategy	Expected Benefits*
1	Ethical Leadership	Karma Yoga & Dharma	Leaders commit to selfless service and ethical duty, focusing on societal impact rather than personal gain.	Builds trust, enhances credibility, and ensures mission alignment.
2	Strategic Planning	Arthashastra	Incorporate strategic foresight, intelligence gathering, and pragmatic decision-making in research agendas.	Improves adaptability, relevance, and policy impact.
3	Knowledge Integration	Upanishads & Vedanta	Promote interdisciplinary research and reflective inquiry to understand complex societal issues holistically.	Encourages innovation and comprehensive policy solutions.
4	Mindfulness & Well-being	Yoga Philosophy	Implement mindfulness training and stress management for staff to enhance focus and creativity.	Increases productivity, emotional intelligence, and collaborative culture.
5	Inclusive Collaboration	Vasudhaiva Kutumbakam	Engage diverse stakeholders, including marginalized voices, in research and policy dialogues.	Fosters inclusivity, social justice, and broader acceptance of policy recommendations.
6	Ethical Governance	Pragmatism & Ethical Governance	Practical, evidence-based policy-making with strong ethical considerations.	Ensures responsible, transparent, and effective policy outcomes.

Sl Nr	Component	Indian Philosophy Concept	Implementation Strategy	Expected Benefits*
7	Reflective Inquiry	Reflective Inquiry	Continuous learning, interdisciplinary research, and critical thinking.	Enhances research quality and adaptability to emerging challenges.
8	Strategic Foresight	Strategic Foresight	Long-term vision and scenario planning to anticipate future challenges.	Prepares organisations for uncertainty and dynamic environments.
9	Stakeholder Engagement	Inclusive Collaboration	Engaging diverse stakeholders for socially just and widely accepted policies.	Builds legitimacy, trust, and comprehensive policy solutions.
10	Sustainability	Sustainability & Responsibility	Commitment to environmental and social sustainability in all organisational activities.	Aligns organisational goals with long-term societal and environmental welfare.

* Source: Author's own

2) Review of Literature

The literature on think tank management spans around public policy, knowledge management, organisational learning, ethical leadership, innovation, mindfulness, and Indian philosophical thought. Existing studies generally view think tanks as policy intermediaries that convert research into public value through credibility, networks,

communication, and stakeholder engagement. However, the literature remains fragmented. There is limited research that integrates ethical leadership, strategic planning, collaborative knowledge production, mindfulness, innovation, ethical governance, and societal impact within one think tank management framework. Pl refer to Table 2 review of literature as below :

Table 2 showing literature review pertaining to think tank management

Sl Nr	Author/ Year	Concept	Relevance to Think Tank Management	Authors' Suggestions *
[1]	Abelson (2006)	Think tanks and influence on public policy	Shows that policy influence depends on timing, networks, institutional reputation, and political context	Develop stakeholder networks and assess influence beyond publication counts

Sl Nr	Author/ Year	Concept	Relevance to Think Tank Management	Authors' Suggestions *
[2]	Aithal & Srinivasan (2026)	Indian and Western perspectives on knowledge	Examines the relationship between traditional Indian knowledge and modern knowledge systems	Combine holistic Indian perspectives with empirical research and contemporary management methods
[3]	Amabile (1996)	Creativity and innovation	Explains how organisational climate, motivation, and resources influence innovation	Establish innovation laboratories, experimentation spaces, and interdisciplinary teams
[4]	Ansell & Gash (2008)	Collaborative governance	Explains how public institutions and stakeholders can jointly solve complex problems	Use participatory governance, stakeholder forums, advisory councils, and policy dialogues
[5]	Argyris & Schön (1978)	Organisational learning	Differentiates between correcting errors and questioning underlying assumptions	Use reflective evaluation, feedback loops, and adaptive strategic planning
[6]	Brown & Treviño (2006)	Ethical leadership	Connects ethical role modelling, fairness, communication, and responsible decision-making	Adopt ethical leadership codes, conflict-of-interest policies, and transparent decision systems
[7]	Chakrabarty (2016)	Arthashastra and statecraft	Provides insights into strategy, intelligence, administration, resource management, and public welfare	Apply environmental scanning, risk analysis, strategic planning, and responsible resource allocation
[8]	Chesbrough (2003)	Open innovation	Demonstrates the value of using external knowledge, partnerships, and networks	Apply open innovation through universities, civil society, government, industry, and communities
[9]	Deci & Ryan (2000)	Self-determination and employee motivation	Emphasises autonomy, competence, and relatedness as foundations of motivation	Support researcher autonomy, professional development, collaboration, and meaningful work

Sl Nr	Author/ Year	Concept	Relevance to Think Tank Management	Authors' Suggestions *
[10]	Edmondson (1999)	Psychological safety	Links open communication and interpersonal trust with team learning and performance	Create safe environments where researchers can question assumptions and report errors
[11]	Freeman (1984)	Stakeholder theory	Establishes that organisations must consider the interests of multiple stakeholder groups	Map stakeholders and include them in research design, review, and dissemination
[12]	Haas (1992)	Epistemic communities	Explains how expert networks influence policy through shared knowledge and professional beliefs	Create interdisciplinary expert communities and sustained policy networks
[13]	Hyland, Lee, & Mills (2015)	Mindfulness in the workplace	Reviews the organisational value of mindfulness for employee well-being and performance	Link mindfulness to ethical judgement, resilience, concentration, and leadership development
[14]	Kabat-Zinn (1994)	Mindfulness and awareness	Provides a foundation for attention, emotional balance, stress reduction, and reflective practice	Integrate mindfulness and well-being programmes into think tank work culture
[15]	Kautilya (2016)	Arthashastra and statecraft	Provides insights into strategy, intelligence, administration, resource management, and public welfare	Apply environmental scanning, risk analysis, strategic planning, and responsible resource allocation
[16]	McGann (2021)	Global think tanks and public policy	Demonstrates the global role of think tanks in research, policy advice, public education, and debate	Think tanks should strengthen credibility, independence, communication, and measurable policy influence
[17]	McGann & Weaver (2000)	Think tanks and civil society	Examines the institutional diversity and public role of think tanks	Develop transparent governance and protect organisational legitimacy

Sl Nr	Author/ Year	Concept	Relevance to Think Tank Management	Authors' Suggestions *
[18]	Medvetz (2012)	Think tanks as boundary organisations	Positions think tanks between academia, government, business, media, and civil society	Build cross-sector partnerships while preserving intellectual independence
[19]	Mendizabal & Sample (2009)	Think tanks in developing countries	Highlights the importance of political context, communication, funding, and institutional capacity	Use context-sensitive strategies and strengthen local stakeholder engagement
[20]	Nonaka & Takeuchi (1995)	Knowledge creation and organisational learning	Explains how organisations convert individual knowledge into shared institutional knowledge	Establish knowledge repositories, learning systems, mentoring, and collaborative research processes
[21]	OECD (2020)	Public value and policy innovation	Emphasises evidence-informed policy, innovation, trust, and public-sector capability	Design research products around usability, inclusion, trust, and measurable public value
[22]	Patañjali (2009)	Yoga philosophy	Highlights discipline, self-awareness, concentration, ethical conduct, and mental balance	Apply mindfulness, self-regulation, well-being, and reflective decision-making in organisations
[23]	Radhakrishnan (1948)	Bhagavad Gita and ethical action	Explains duty, disciplined action, detachment from results, and moral responsibility	Encourage mission-oriented leadership and ethical action rather than personal or political reward
[24]	Radhakrishnan & Moore (1957)	Indian philosophical traditions	Presents Indian philosophical ideas concerning duty, knowledge, self-discipline, ethics, and social responsibility	Interpret Indian philosophy as a source of leadership and organisational principles
[25]	Sen (1999)	Development as freedom	Defines development through human capability, agency, participation, and substantive freedoms	Evaluate think tank impact through social capabilities and public empowerment, not only economic indicators

Sl Nr	Author/ Year	Concept	Relevance to Think Tank Management	Authors' Suggestions *
[26]	Senge (1990)	Learning organisations and systems thinking	Provides a model for continuous learning, shared vision, and interconnected organisational processes	Treat think tanks as learning systems rather than project-based research units
[27]	Srinivasan & Aithal (2026a)	Upanishadic ethics and modern governance	Relates Dharma, Satya, self-awareness, and non-attachment to ethical leadership and governance	Develop value-based governance, ethical review, transparent procedures, and socially responsible leadership
[28]	Srinivasan & Aithal (2026b)	Arthashastra and corporate governance	Compares Kautilyan principles with contemporary governance, accountability, and institutional management	Use strategic foresight, accountability, ethical controls, and stakeholder-oriented governance
[29]	Stone (2007)	Think tanks as policy knowledge actors	Explains how think tanks connect research, ideas, advocacy, and policymaking	Think tanks should combine rigorous evidence with effective policy communication

* Source : Author's own

3) Research Objectives :

- * To examine Indian philosophical concepts relevant to think tank management.
- * To analyse the role of ethical leadership, strategic planning, and knowledge collaboration in think tanks.
- * To develop an Integrated Think Tank Management Framework based on Indian philosophy.
- * To evaluate the framework's contribution to innovation, well-being, governance, and stakeholder engagement.
- * To assess the framework's impact on effectiveness, sustainability, accountability, and societal value.

5) The Integrated Think Tank Management Framework

The Integrated Think Tank Management Framework presents a systems-based approach to modern think tank management inspired by Indian philosophical principles. It connects ethical leadership, strategic planning, knowledge collaboration, mindfulness, innovation, and ethical governance with measurable institutional and societal outcomes.

The framework treats a think tank as a dynamic system in which resources and knowledge are transformed through

4) Conceptual framework for Integrated Think Tank Management

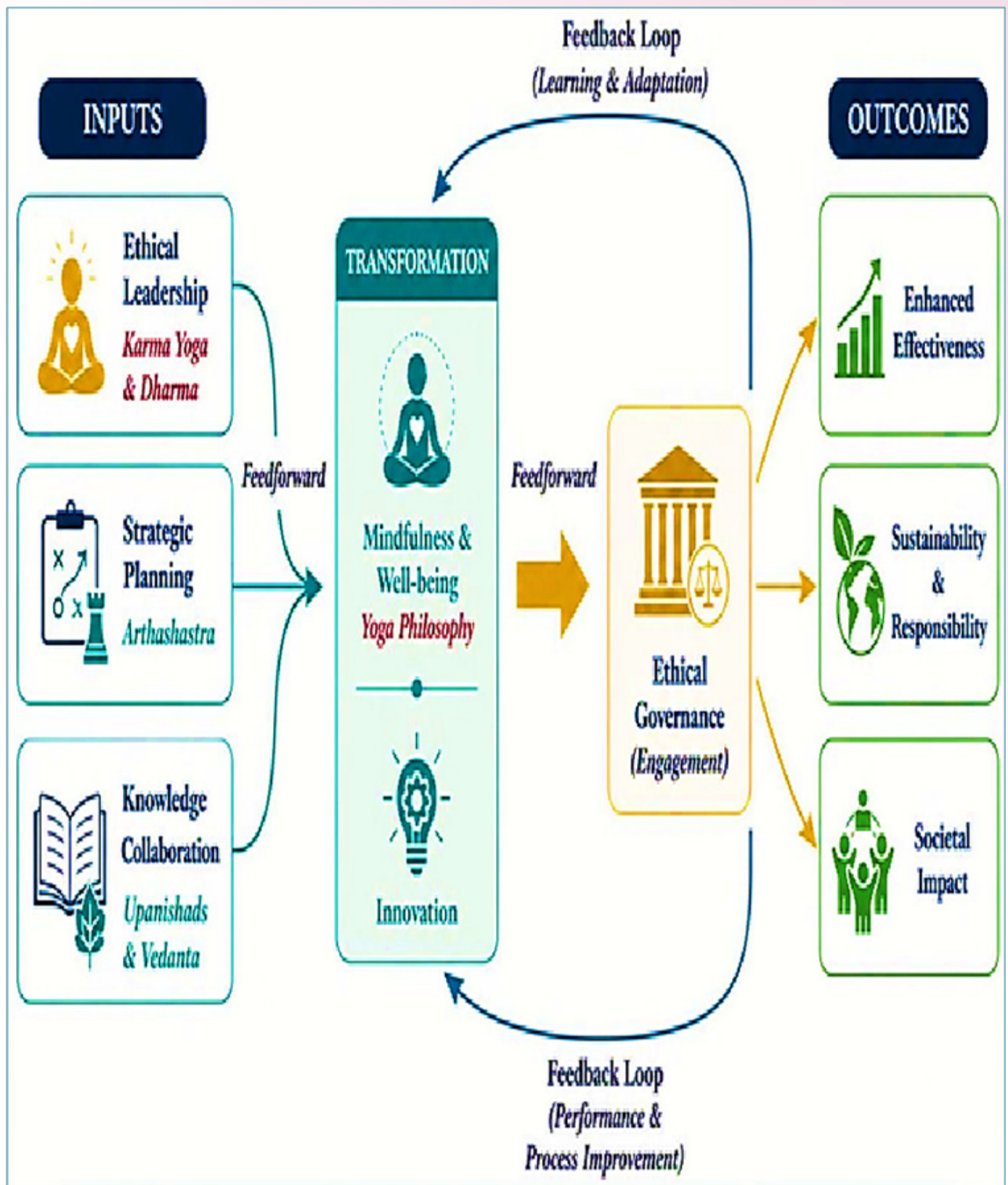


Figure 1 showing The Integrated Think Tank Management Framework

reflective, innovative, and ethical processes. Feedback and feedforward mechanisms enable continuous learning, adaptation, and performance improvement.

6)Description of Core Components of the Integrated Framework (Refer: Table 3)

Table 3 showing the core components of the integrated framework

Component	Philosophical Foundation	Description	Applications in Think Tank Management *
Ethical Leadership	Karma Yoga and Dharma	Leadership based on duty, selfless action, integrity, responsibility, and commitment to the public good	Establishing ethical leadership codes, transparent decision-making, conflict-of-interest policies, accountable governance, and mission-oriented leadership
Strategic Planning	Arthashastra	Systematic planning based on environmental analysis, resource management, institutional strategy, and practical statecraft	Conducting policy scans, identifying emerging issues, developing research priorities, allocating resources, managing risks, and designing long-term institutional plans
Knowledge Collaboration	Upanishads and Vedanta	Collective inquiry, dialogue, reflection, interconnectedness, and the pursuit of deeper knowledge	Encouraging interdisciplinary research, expert networks, stakeholder consultation, academic partnerships, knowledge-sharing platforms, and collaborative publications
Mindfulness and Well-being	Yoga Philosophy	Cultivation of awareness, mental balance, self-discipline, concentration, and emotional resilience	Promoting researcher well-being, reflective leadership, stress management, ethical awareness, focused decision-making, and healthy organisational culture
Innovation	Creative and Adaptive Inquiry	Development of new ideas, methods, technologies, policy solutions, and research approaches	Using design thinking, data analytics, scenario planning, artificial intelligence, experimental projects, and innovative communication methods

Component	Philosophical Foundation	Description	Applications in Think Tank Management *
Ethical Governance and Engagement	Dharma, Seva, and Collective Responsibility	Governance that combines accountability, ethical oversight, stakeholder participation, and public engagement	Establishing advisory boards, ethics committees, transparent procedures, public consultations, participatory research, and responsible knowledge dissemination
Enhanced Effectiveness	Lokasangraha Welfare of Society	Improvement in research quality, institutional performance, policy influence, and organisational outcomes	Monitoring key performance indicators, evaluating policy influence, improving research utilisation, and strengthening management systems
Sustainability and Responsibility	Interdependence and Duty	Long-term institutional, financial, social, and environmental responsibility	Diversifying funding, maintaining financial discipline, reducing organisational risks, promoting responsible research, and considering environmental and social consequences
Societal Impact	Sarvodaya—Welfare of All	Contribution to inclusive development, public welfare, democratic dialogue, and evidence-based policymaking	Measuring social outcomes, supporting marginalised communities, informing public policy, strengthening civic participation, and improving public knowledge

*Source : Author's own

7) Integration of Indian Philosophy with Modern Management (Refer: Table 4)

Table 4 showing the expected benefits for Organisations/ Institutions

Indian Philosophical Principle	Modern Management Application	Benefit for Organisations/ Institutions *
Dharma	Duty-based leadership and accountability	Ethical conduct and institutional trust
Karma Yoga	Dedicated service without excessive attachment to personal reward	Mission-oriented performance

Indian Philosophical Principle	Modern Management Application	Benefit for Organisations/ Institutions *
Arthashastra	Strategic planning, intelligence, resource management, and risk analysis	Better institutional decision-making
Yoga Philosophy	Mindfulness, self-discipline, concentration, and employee well-being	Resilience and improved productivity
Upanishadic Inquiry	Deep questioning, dialogue, reflection, and knowledge creation	Stronger research quality
Vedanta	Holistic thinking and recognition of interconnectedness	Interdisciplinary and systems-based analysis
Seva	Service to communities and stakeholders	Public-oriented research
Lokasangraha	Collective welfare and social responsibility	Inclusive policy impact
Sarvodaya	Welfare and development of all sections of society	Equity and inclusive outcomes
Ahimsa	Non-harm, respect, and responsible intervention	Ethical research and conflict-sensitive policy

*Source : Author's own

8) Practical Implications for Think Tank Management (Refer: Table 5)

Table 5 showing the Key focus and suggestions for Organisations/ Institutions

Management Dimension	Key Focus	Practical Actions suggested for Organisations/ Institutions *
Leadership and Ethics	Integrity, duty, and independence	Adopt a code of ethics, disclose funding, declare conflicts of interest, and establish independent oversight
Strategic Planning	Long-term institutional direction	Conduct environmental scanning, set research priorities, develop scenarios, and align resources with mission
Knowledge Management	Creation and circulation of knowledge	Establish digital repositories, encourage interdisciplinary teams, document institutional learning, and share evidence

Management Dimension	Key Focus	Practical Actions suggested for Organisations/ Institutions *
Research Quality	Accuracy, relevance, and credibility	Use peer review, methodological standards, data verification, and transparent research documentation
Employee Well-being	Psychological health and professional resilience	Provide supportive supervision, workload balance, mindfulness programs, professional development, and safe communication channels
Innovation Management	New tools, methods, and ideas	Support experimentation, pilot projects, data technologies, design thinking, and innovation labs
Stakeholder Engagement	Participation and responsiveness	Organize consultations, advisory groups, public forums, policy dialogues, and community research
Governance	Accountability and transparency	Publish annual reports, maintain audit systems, document decisions, and create grievance mechanisms
Financial Sustainability	Stable and independent resource base	Diversify funding, develop multi-year budgets, control costs, and assess donor-related risks
Social Impact	Public value and policy influence	Track policy uptake, measure social outcomes, evaluate beneficiaries, and communicate impact clearly

* Source: Author's own

9) Suggested Performance Indicators (Refer: Table 6)

Table 6 showing indicators for think tank management

Area	Possible Indicators
Ethical Leadership	Number of disclosed conflicts, ethics training participation, independent reviews completed
Strategic Planning	Percentage of projects aligned with strategic priorities, completion of annual strategy reviews
Knowledge Collaboration	Number of partnerships, interdisciplinary projects, joint publications, stakeholder contributions

Area	Possible Indicators
Mindfulness and Well-being	Staff satisfaction, retention rate, workload indicators, participation in well-being programs
Innovation	Number of pilot projects, new methodologies adopted, digital tools implemented
Governance	Timeliness of annual reports, transparency of funding, stakeholder representation in advisory bodies
Effectiveness	Policy citations, research utilisation, project completion rate, stakeholder satisfaction
Sustainability	Funding diversity, reserve levels, staff continuity, environmental responsibility measures
Societal Impact	Policy changes influenced, beneficiaries reached, public engagement, improvements in social outcomes

10) Select Case Studies and Frameworks: Indian and Global Think Tanks Applying

Philosophical and Ethical Management Principles (Refer Table 7 & 8)

Table 7 Indian Think Tanks Applying Indian Philosophy Principles

S1 Nr	Think Tank Name / Website	Philosophical Principle Applied	Management Practice & Impact	Author's Suggestion*
1	Observer Research Foundation (ORF) www.orfonline.org	Karma Yoga (Selfless Action) & Dharma	Mission-driven research focusing on societal impact over profit; detachment from partisan outcomes.	Deepen ethical leadership training and promote detachment from political biases.
2	Centre for Policy Research (CPR) www.cprindia.org	Upanishadic Wisdom & Reflective Inquiry	Interdisciplinary research fostering holistic understanding; systemic solutions in governance and environment.	Expand interdisciplinary collaborations and embed reflective inquiry as a core practice.
3	Institute for Defence Studies and Analyses (IDSA) www.idsa.in	Arthashastra (Strategic Governance)	Strategic foresight and disciplined research in defense; pragmatic and ethical policy advice.	Strengthen strategic foresight capabilities and ethical governance frameworks.
4	Tata Institute of Social Sciences (TISS) www.tiss.edu	Vasudhaiva Kutumbakam (World as One Family)	Inclusive stakeholder engagement; social responsibility in research and education.	Enhance participatory research methods and broaden stakeholder inclusivity.

Sl Nr	Think Tank Name / Website	Philosophical Principle Applied	Management Practice & Impact	Author's Suggestion*
5	Centre for Science and Environment (CSE) www.cseindia.org	Dharma & Karma Yoga (Ethical Responsibility)	Ethical responsibility in environmental research; advocacy for sustainable development.	Institutionalise sustainability metrics and ethical impact assessments in all projects.
6	Indian Council for Research on International Economic Relations (ICRIER) www.icrier.org	Karma Yoga & Strategic Governance	Research focused on economic policy with ethical considerations and long-term societal welfare.	Integrate stronger ethical frameworks and stakeholder engagement in economic policy research.
7	National Council of Applied Economic Research (NCAER) www.ncaer.org	Reflective Inquiry & Dharma	Data-driven economic research with ethical responsibility and reflective policy analysis.	Promote greater transparency and ethical review processes.
8	Vivekananda International Foundation (VIF) www.vifindia.org	Dharma & Strategic Vision	Policy research with emphasis on ethical governance and national interest aligned with dharmic principles.	Enhance strategic foresight and ethical leadership training.
9	Centre for Development Studies (CDS) www.cds.edu	Holistic Knowledge & Reflective Inquiry	Multidisciplinary research integrating social, economic, and environmental perspectives.	Strengthen interdisciplinary collaboration and reflective practice.
10	Institute of Economic Growth (IEG) www.iegindia.org	Upanishadic Wisdom & Knowledge Integration	Research integrating economic growth with social welfare and ethical considerations.	Embed holistic and ethical frameworks more explicitly in research methodologies.

*Source :Author's own

Table 8 Global Think Tanks Applying Philosophical and Ethical Management Principles

Sl Nr	Think Tank Name / Website	Philosophical Principle Applied	Management Practice & Impact	Author's Suggestion*
1	Brookings Institution (USA) www.brookings.edu	Pragmatism & Ethical Governance	Evidence-based policy research with ethical responsibility and pragmatic solutions.	Foster greater transparency and stakeholder engagement to enhance public trust.

Sl Nr	Think Tank Name / Website	Philosophical Principle Applied	Management Practice & Impact	Author's Suggestion*
2	Chatham House (UK) www.chathamhouse.org	Reflective Inquiry & Collaborative Governance	Interdisciplinary research and global stakeholder engagement fostering balanced international policy.	Expand global partnerships and deepen interdisciplinary reflective practices.
3	Carnegie Endowment for International Peace (USA) www.carnegieendowment.org	Strategic Foresight & Long-term Vision	Strategic scenario planning and ethical leadership influencing global peace and security policies.	Integrate emerging technologies in foresight exercises and ethical leadership development.
4	Centre for Strategic and International Studies (CSIS) (USA) www.csis.org	Systems Thinking & Pragmatism	Multi-disciplinary research with practical policy advice emphasizing adaptability and innovation.	Promote systems thinking training and agile policy development processes.
5	Lowy Institute (Australia) www.owyinstitute.org	Inclusive Collaboration & Social Responsibility	Engages diverse stakeholders and prioritizes ethical, socially responsible policy research.	Strengthen community engagement and social responsibility frameworks.
6	RAND Corporation (USA) www.rand.org	Pragmatism & Evidence-Based Policy	Rigorous research and analysis supporting practical policy solutions with ethical considerations.	Enhance transparency and public communication of research impacts.
7	International Crisis Group (Belgium) www.crisisgroup.org	Ethical Governance & Conflict Resolution	Conflict analysis and resolution with strong ethical frameworks and stakeholder engagement.	Expand local stakeholder participation and ethical impact assessments.
8	European Council on Foreign Relations (ECFR) (Europe) www.ecfr.eu	Collaborative Governance & Strategic Foresight	Promotes inclusive policy dialogue and long-term strategic planning in foreign relations.	Broaden multi-sectoral collaboration and foresight capacity building.

Sl Nr	Think Tank Name / Website	Philosophical Principle Applied	Management Practice & Impact	Author's Suggestion*
9	Atlantic Council (USA) www.atlanticcouncil.org	Strategic Foresight & Pragmatism	Provides forward-looking policy advice with pragmatic and ethical governance principles.	Integrate cross-disciplinary foresight and ethical review processes.
10	German Institute for International and Security Affairs (SWP) (Germany) www.swp-berlin.org	Ethical Governance & Reflective Inquiry	Research grounded in ethical governance and continuous reflective practice influencing German and EU policy.	Enhance public engagement and transparency in policy recommendations.

* Source :Author's own

This list showcases how Indian and global think tanks integrate philosophical principles into their management to enhance their effectiveness, ethical grounding, and societal impact. Indian think tanks often draw from indigenous wisdom such as Karma Yoga, Dharma, and Arthashastra, while global counterparts emphasise pragmatism, strategic foresight, and inclusive governance. By consciously adopting these frameworks, think tanks can strengthen their role as agents of positive change both in India and by their presence globally, enhancing their credibility, impact, and sustainability.

11)Conclusion

The Integrated Think Tank Management Framework combines traditional Indian philosophical principles with contemporary management practices. It begins with ethical leadership, strategic planning, and knowledge collaboration. These inputs are transformed through mindfulness, employee well-being, and innovation. The transformation process is guided by ethical governance and stakeholder engagement. The framework uses feedforward planning and feedback loops to support anticipation, learning, adaptation, and continuous improvement. Its intended outcomes are enhanced organisational

effectiveness, sustainability and responsibility, and meaningful societal impact.

Indian and global think tanks demonstrate the practical application of philosophical principles in their management and operational frameworks. Indian think tanks uniquely blend ethical leadership, strategic governance, holistic knowledge, and social responsibility rooted in indigenous philosophy. Global counterparts complement these with pragmatism, reflective inquiry, and inclusive governance. This customised plan for think tanks integrates Indian philosophical wisdom with modern management practices to build a resilient, ethical, and innovative think tank culture. It is designed to be practical, interactive, and measurable, ensuring sustainable organisational transformation. Integrating Indian philosophical principles with global best practices offers a robust, culturally resonant, and effective framework for managing think tanks. This approach fosters ethical leadership, strategic agility, innovative knowledge creation, emotional well-being, inclusive collaboration, and sustainable impact.

The central contribution of the framework is its integration of performance with purpose. It suggests that an effective think tank should not be

evaluated only by the number of reports it produces or the visibility it receives. It should also be judged by the integrity of its leadership, the quality of its knowledge, the well-being of its people, the inclusiveness of its engagement, the sustainability of its operations, and the positive contribution it makes to society.

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