

# **The Use of Sublime States of Mind Teaching in Organizational Development**

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## **Abstract**

This study aims for understanding a human working system and its key elements and development of organization to reach effectiveness. Organization development is human life development, focusing on body and mind, and all senses. As we practice mindfulness, the mind will learn to let go of troubles and sufferings. At the same time, not practicing mindfulness leads to ego and sufferings. Working in an organization means to spending time and energy with the others, therefore, it's important to apply morality of the sublime states of mind and development of mind to the certain way that suits every nation and religion. This leads to success and happiness in organization, according to the quality of development and people of the organization and nation.

**Keywords:** sublime states of mind, organizational development

## **1. Introduction**

According to Buddhism, living life in the proper way need a practice called 'virtue'. That means, as long as our lives are not completed and still have incompleteness and sufferings, we must keep going and learning. These days, education focuses on academic teaching, which includes the highly qualified ones and also the opposite. If we adapt Buddhism teaching into education, to develop people's minds, organizational development will become qualified in terms of people's mind quality that will be a great example to the community to follow.

Nowadays, people's lives is shifting rapidly. Material has become the important thing, leading them to want to have more and want to be more. This is the imbalance in living life according to Buddhism teaching, which believes in abundance and sustainability. Once people can't control neither the need to have materials nor their emotions, as the result of lack of practicing mindfulness, there will be sufferings and pressure. People will express

emotions over reasons. However, if people practice their minds and learn to accept and let go of needs, organization will be filled with quality people and quality work.

Regarding these key points and the above situation, we think that quality organizational development is the one that include suitable Buddhism teaching 'Four Sublime States of Mind', as they are the heart of working together in an organization. People who apply this aspect to their lives will achieve any kind of achievement they want effectively, and also with attention to details, kindness, and good quality of mind. Organization itself will become effective and successful.

## **2. Knowing Human Nature to Support Development of Organization's Potential of Personnel**

Working in an organization is a big part of life. We need to learn and understand the key elements of the organization, as well as of life. Human life living consists of body and mind. Body works as a connection from the heart to the outside world through parts like eyes, ears, nose and tongue, that assist acknowledgement. For the mind, body is also the important tool to express to the world.

Generally, body and mind work together naturally and we cannot miss either of them. Body works as mentioned above, therefore body itself is not enough for the complete sensing. Human is completed once there is mind, which is a kind of dharma to sense itself and other things in the world, to know what we are thinking. The mind is the key element of life, not the brain, but behind the brain function, as well as behind the body sensing function (consisting of eyes, ears, and so on). Body and brain are substantial that exist. In Buddhism teaching, body itself cannot sense, without the mind. Passed-away bodies have these 5 senses, but without the mind, the brain cannot work, as there is no mind to control the substantial (Phramahabunchit Sudprong, 1993: 43-47).

Body connects eyes, ears, nose, tongue and body itself to assist sensing of human's acknowledgement, as is also an important tool to express actions to the outer world. Human is completed once they have mind as explained above. Therefore, human life has to have both body and mind to communicate with the outside (Phramahabunchit Sudprong, 1993: 43-47).

Body's movements, as we call actions, are the movements to interact with the outer world, using the body senses to express. Behind the scene, there is the system of mind that works with actions. All actions are from intention as well as motivation that indicate intention, which can be both good and bad intention. For example, love, anger, curiosity, enhance, respect, envy, to name a few, as well as happiness or sadness. These indicate and motivate motions, for instance, we want to pursue happiness or avoid suffering, so we commit the exact actions. Thus, all communication and action are not from nowhere,

but from the factors of motivation as the background, which is the process of mind (Phra Phrom Kunakorn, 2555: 260-64).

If human has been trained with mindfulness regularly, they would be mindful enough to understand and deal with the outer factors from the body sensing parts like eyes, ears, nose, and tongue. To know and understand is not to have ego of knowing, but to let go and not holding on to emotions that show up, which can lead to endless problem (suffering) (Phramahabunchit Sudprong, 1993: 43-47).

The most important key elements of human are body and mind. Body connects eyes, ears, nose, tongue and body itself to assist sensing of human's acknowledgement, as is also an important tool to express actions to the outer world. Human is completed once they have mind. The mind can acknowledge itself and others. Therefore, human life has to have both body and mind to communicate with the outside. To develop human to be effective, according to Buddhism teaching, is to improve both body and mind all together. As the body is healthy, mind must also be trained with dharma as practiced in the Buddhist Scriptures to be able to exercise the mind, to know the emotions, to be a happy person in living life, and to be the valuable person for the organization and the society.

### **3. Factors and Elements in the Organization**

Organization management is human management. To let the personnel in the organization know the way of organizational management is to ensure the standard and unity. This will lead to achievement and quality of personnel' lives and happiness within the organization. There are factors and elements of management within the organization that would affect the work. We need to balance those factors and elements to create the ideal working environment for effectiveness and fulfillment, as analyzed and explained as followed:

#### **1. Good working environment**

Working environment is one of the factors that affects happiness in the work place, as it affects the working behavior, for instance, cleanliness, tidiness, safety, hygiene, sufficient light and equipment that is convenient to use, working hours per day that is suitable and flexible, as well as the environment of tranquility and rest, exercising facilities, or cozy atmosphere that will help workers to reach their fullest potential and fulfillment in their work life.

#### **2. Good leader**

Being a leader is an important characteristic of manager. It consists of knowledge and skill of managing people, as well as being a great role model for them to follow in order to achieve the goal. It is an important aspect that affects worker's happiness at work place, as leader is the one who has the

main role to lead and indicate the way of the organization. Without a good leader, it is very difficult to achieve goals of the organization.

### **3. Suitable work features**

Work feature is the design of work that focuses on work features of the workers which will lead to motivation and result. It is another factor that is related directly to work features. This affects workers satisfaction of their work and is important to work fulfillment. When workers can learn and do various kinds of work (not always the same), have freedom and opportunity to express their thoughts, can control their own work process, know the process and the result, and get feedback from leader and coworkers, they will feel like a part of the achievement. Moreover, they will be ready to work their best for the tasks, because they can see how important their work is, to the success of the organization.

### **4. Good relationship among personnel in the organization**

Good relationship among personnel in the organization is the bonding between workers who communicate and work with each other, interacting to achieve the same target by positive communication through conversation, body language, facial expression, and mind that aim for good relationship, love, harmony, generosity. When people in the organization have good quality of life, it affects the good foundation of the organization. Workers work with love, harmony, team working for development of the organization to become stable, effective and successful.

### **5. Suitable Compensation**

Compensation is what the organization pays to their workers in the form of payment and other benefits to show appreciation of workers' dedication at work, responsibility, motivation. Therefore, workers will feel appreciated and work effectively to their full potential.

### **6. Knowledge improvement**

Studying and gaining knowledge at all time, from various knowledge sources lead to being professional and growth in career. If workers take their effort to keep on learning and improving their knowledge and skill, organization will be benefit with qualified personnel.

Learning endlessly also leads to positive attitude towards life and society. It helps to balance life and working in an organization to be more flexible and not with too much pressure. When workers are healthy both physically and mentally, they can perform well at work and create good relationship, which is the key part of peace at work. Good relationship between personnel creates good working atmosphere. Thus, when workers think about their workplace, they feel good and look forward to show up and

cooperate with the team they can trust to talk to, and with the leader who understands. This gives the feeling like they are working and bonding with their own family members.

#### **4. Adapting 'Sublime States of Mind' Teaching in Organizational Management**

Organization is a work place. There are many people from different places involved. The difference, of their education, state of mind, and life experience, might create troubles in the organization. To solve this, we should apply the sublime state of mind teaching into the working environment. The reason is because this teaching is suitable with all nations and religions. It brings peace to the world. Imagine that someone is happy to assist to ensure that our work is done as its best; no one would turn down this help. If we all have goodwill towards each other, the world would be a more peaceful place, regardless of nations and religions. Therefore, if we learn to help people in need, they would accept the help, as well as, if we assist the organization to keep it stable and successful. This is how people should treat each other.

For the sublime states of mind (Phrom Wihan), 'Phrom' means sublime, great, and heavenly. 'Wihan' means actions. Together 'Phrom Wihan' means doing good to other people, or practicing goodwill towards others, for instance (Phra Sophon Maha Thera (Maha Srisayador), 2555: 7).

1. Mercy is the state to have towards our friends. It means the true goodwill, as we have for our beloved friends. Therefore, merciful people are friendly to all, without anger, or rival. Another meaning of mercy is the state of doing good to each other without looking to get something in return, whether the people they're doing good for will know it or not (Phra Sophon Maha Thera (Maha Srisayador), 2555: 8).

2. Kindness and pity are the wish that people in suffering will recover from that suffer, without any other means. This is very straightforward (Phra Sophon Maha Thera (Maha Srisayador), 2555: 214).

3. Sympathetic joy is the joy of seeing others' happiness and success. Some people feel jealous of other people. Jealousy is when people don't want to see other people being happy, successful, and pretty, having good education, position in their career, or reputation. Sympathetic joy is the opposite of this. It is to feel happy for the others for all the reasons above. Sympathetic joy is the dharma of having good and pure mind (Phra Sophon Maha Thera (Maha Srisayador), 2555: 282).

4. Detachment is the acknowledgement of matters with the centered mind, without emotions like love or hate (Phra Sophon Maha Thera (Maha Srisayador), 2555: 300).

The sublime states of mind teaches us to practice and control our mind in these days society with love and goodwill to all, help people and other creatures in need, to recover from sufferings. It also teaches us to be happy with others' happiness and to detach.

When organization applies the teaching to manage within the organization, troubles will be lessened, happiness will be increased. Happiness acts like water that nourish people's behavior to become more positive and improve working atmosphere.

## 5. Conclusion

The main task of organizing the organization is organizing human life (personnel) who spend time together. Bonding the good relationship between each part so that they can work together as a team will lead the organization to its target. Personnel are like the cogs that drive the organization. There are 2 key parts of the organization which are personnel and work. To organize the personnel to be effective and efficient is very important because it would lead to good work. Personnel will help to reach the goal and education organization is extremely important as the base of the nations' achievement.

Living human life consists of mind and body. Body connects eyes, ears, nose, tongue and body itself to assist sensing of human's acknowledgement, as is also an important tool to express actions to the outer world. Human is completed once they have mind. Mind is a kind of dharma state that can sense the outer and itself. Human need only body and mind to communicate with the outside world. It's human nature that we sense image, taste, scent, noise and thoughts to the sensing organs. If human's mind is continuously trained, they will have consciousness and intelligence to know these senses, not for their ego, but to let go of any emotions created by senses that would lead to endless sufferings.

The sublime states of mind teaching is suitable with all nations and religions. It brings peace to the world. In the organization, the teaching will teach people to do and wish well to other people, to feel and help people in need, to be happy with others' happiness and to be detached and centered. Organizational personnel with the sublime states of mind are completed and work with happiness, the work place will become a happy place and that brings motivation and effective work atmosphere. The organization will be ready for the change to the better and stable growth. Once the educational organization is ready, that means the nations' personnel organization will also be with quality.

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