

El desbloqueo corporal y la liberación de emociones, la comprensión y asimilación de nuevos espacios interiores, en un clima de encuentro e intensa relación de grupo, conducen a una profunda experiencia de energías y posibilidades, más allá de los cauces habituales y mecánicos por los que el temor o la ausencia de una visión más amplia, sean ataduras o falsas limitaciones, las hacían discurrir en nuestra vida diaria.

A partir de su práctica estaremos en disposición de decidir la vía de desarrollo personal más conveniente para nosotros y nuestro momento.

Hay quienes, de momento, no desean ni es recomendable un conocimiento de sí mismo que implique ciertos enfrentamientos, bien sea consigo mismos o a través del grupo de trabajo.

Sus necesidades se centran en obtener una recuperación del ritmo de vida-trabajo y un equilibrio externo-interno que les permita aunque más lentamente, seguir una actividad exenta de las sorpresas y riesgos del "destaparse" y "descubrirse".

Para todos, pero por lo indicado, especialmente para ellos/as, las técnicas de meditación y la práctica regular de yoga (Hata yoga, "posturas") les proporcionarán los medios.

A las técnicas de meditación, me referiré extensamente, en la parte correspondiente a los distintos resultados y beneficios para el individuo y la empresa, derivados de las prácticas de desarrollo personal.



Y aún cuando la creatividad es fruto de un largo recorrido en el "trabajo personal"; sin embargo, puede ser conveniente, desde una visión práctica e inmediata, que precise de resultados valorables económicamente para los excépticos de uno u otro "nivel", el ejercicio específico de la creatividad tomando, después de comprobado, una dirección más amplia y consciente que establezca pautas de integración, haciendo de la innovación una incorporación permanente en todas nuestras actividades personales o de trabajo.

El "ver para creer" puede resolverse con:

- TRABAJOS DE CREATIVIDAD.

Esta experiencia potencia nuestros recursos personales para enfrentar la vida y su manifestación y reconocimiento en nuestro estilo particular de innovar, transformar, y crear, liberando, completando y concretando nuestras ideas y necesidades vitales.

Trabajar sobre la percepción, que, cómo y cuándo lo percibimos supone, despertar la sensibilidad y la imaginación.

Los cursos, talleres, trabajos, etc., son para perdersé; sin embargo, es precisa una cuantificación para que nuestro trabajo en el área humana pueda ser presentado y respaldado periódicamente en su proceso de incorporación.

Puedo aportar estadísticas, y lo haré luego, pero hay algo mucho más fundamental que lo general, y es lo específico; también en ésta área cuenta de un modo importante nuestros propios "datos", nuestras propias experiencias, que, comparativamente con otras nos han de señalar nuestro

tro punto de "navegación", es decir, si tenemos el barco adecuado para la carga que llevamos, la tripulación necesaria y experimentada y el rumbo correcto para llegar un día a la tierra que buscamos, a pesar de las tormentas o huracanes que nos encontramos en el camino.

Y esto, no es tan fácil de conseguir y requiere y justifica más que suficientemente nuestra intervención como gerentes de riesgos, conocedores no sólo de la problemática humana y laboral, sino de todo el conjunto interrelacionado de funciones que con objetivos y fines definidos llamamos empresa.

El comportamiento humano es todavía muy conductista y nos asombramos continuamente de las reacciones en bloque. No debería sorprendernos pues, que un enfoque inadecuado o sin el previo análisis de la empresa, propio de una labor de consultoría informada, experta en éste campo del desarrollo humano, al intentar "vestir algunos de santos", desnudasen a tal número, que la conmoción interna de personal, repercutiese notablemente en funciones, y claro está, en procesos y resultados negativamente.

No debe de extrañarnos, ni temer por ello el riesgo de "implantación" o desarrollo de una cultura humanista en la empresa, pero eso sí, ponderar suficientemente los objetivos y medios, y evaluar las consecuencias económicas que un primer momento tendremos que, posiblemente soportar. Y ello no vendrá dado por el propio trabajo humano en sí, sino por una competitividad agresiva que puede aprovechar cualquier fisura que se produzca precisamente en el ejercicio de la ética, de los valores, de la autenticidad y valor empresarial de su componente humano.



No es un riesgo que en absoluto me preocupe, sino todo lo contrario, lo considero necesario; de percibir esos síntomas de "ataque" y sentir sus consecuencias en nuestro balance, obtendremos una respuesta que nos hará valorar el acierto de nuestro trabajo, en la propia fuerza, integración e innovación del equipo humano.

- Deben establecerse experiencias piloto "marco" en aquellas corporaciones o grandes empresas que disponen de un equipo propio de gerencia de riesgos.

- Deben incorporarse a las técnicas de evaluación los entendidos en consultoría de empresas, por lo que de estrategia innovadora contiene sus objetivos y métodos.

Después de iniciada esta andadura estaremos en condiciones de afrontar con la fiabilidad necesaria, una expansión de nuestra actividad gerencial que integre definitivamente los tres aspectos, áreas o componentes de la empresa, financiero, patrimonial y todavía surge de mí en último lugar, la palabra, humano.

En estas últimas décadas se ha producido una auténtica revelación en las técnicas de cambio y desarrollo de la persona. Esto ha sido debido:

- A la mayor difusión de las técnicas terapéuticas por medio de congresos, publicaciones, revistas ...
- El avance tecnológico como ayuda terapéutica con videos, ordenadores y aparatos de "biofeedback" (retroalimentación).
- A la mayor sensibilidad social respecto a estos temas.

El individuo, busca una mayor participación de sí mismo en el proceso terapéutico, antes de que otros "profesionales de la salud" decidan por él, el futuro de su vida, o de su felicidad.

El mejor terapeuta, dice José M<sup>a</sup> Poveda, (psiquiatra y profesor de psicopatología en la Facultad de Psicología de la Universidad Autónoma de Madrid), es el propio sujeto y por ello se busca que éste pase del soporte del terapeuta al autoapoyo.

Una nueva visión de la terapia, de la enfermedad y, -especialmente- del propio hombre, ha surgido de la mano de científicos y terapeutas, sobre todo angloparlantes.

Mientras que anteriormente el punto de trabajo era la enfermedad, las nuevas terapias se centran en el desarrollo de la persona y en la prevención de los problemas. Se dirigen tanto a las personas normales como neuróticas y su objetivo es permitir desarrollar a cada una sus propiedades.

Otras características de estas nuevas terapias son:

- Su orientación ecológica. Buscan un mejor aprovechamiento de los recursos naturales y humanos.
- Buscan ser realistas y en general poco costosas.
- Conceden gran importancia al acercamiento corporal, haciendo hincapié en la comunicación no verbal y en la expresión abierta de las emociones, en un mayor conocimiento del propio cuerpo y el de los otros.
- Consideran a la persona no como un objeto inmóvil, sino como un proceso que se desarrolla en el tiempo.

En el proceso terapéutico, es la totalidad de la persona quien está implicada. En cierto modo, el cuerpo se comporta como una placa holográfica (imagen tridimensional que se puede realizar con un láser) donde cada parte representa al todo y lo resume.

Las corrientes terapéuticas nacidas en este siglo, muestran cuatro etapas claramente diferenciadas:

- MODELO BIOMEDICO: Buscan antes curar el sistema y luego reflexionar sobre ello. Utiliza tratamientos físicos (pastillas o cirugía) y sólo en un segundo lugar psicoterapéuticos. Representantes fueron Hipócrates (desde), a Ramón y Cajal o López Ibor.

- MODELO PSICOANALITICO: Surgió en un intento de liberar al modelo biomédico de su visión "veterinaria" del ser humano. Se interesa por el inconsciente del individuo y busca la verbalización de los traumas infantiles para integrar los diversos aspectos de la persona con la energía liberada. Freud, Adler, Jung, Marcuse, Fromm, Lacan, Klein y en un sentido más heterodoxo y actual, Berne, con su análisis transaccional.

- MODELO CONDUCTUAL: Se interesa más por la conducta del individuo y los síntomas que la alteran, que por la estructura profunda de su personalidad. Al conductivismo le interesan los datos objetivables y científicos del comportamiento y eluden, generalmente, cualquier implicación subjetiva. Sus terapias se basan en función de castigos o refuerzos positivos, según sea la actuación del sujeto. Skinner, Watson, Wope, Ellis, Lazarus.

- MODELO TRANSPERSONAL: Los modelos mencionados, reconocen en la naturaleza humana la existencia de una mente, un cuerpo y unas emociones. La psicología transpersonal aporta un cuarto elemento: la consciencia

- MODELO HUMANISTICO: Aquí se inscriben el conjunto de las llamadas "nuevas terapias", que intentan ver al hombre desde un punto de vista global, integrando el cuerpo, la mente, y las emociones, en un mismo marco de acción. Sus precedentes los encontramos en Moreno, Rogers, Reich, Lawen, Perls, Lewin, Schutz.



Reconoce la existencia de una energía espiritual, que es la base del ser humano, e intenta abordarla de un modo científico. Va más allá de la psicoterapia, al proponer una teoría unitaria de la ciencia, que engloba desde los aportes de la física cuántica, las investigaciones parapsicológicas, las místicas orientales o el esoterismo occidental. Los creadores de esta corriente son numerosos: Mastow, Crof, Frank, Assglioni, Vinar di, Capra, Ram, Dass, Chogyan Trungpa, Rajneesk, Bhom, Hoffman, Wilber...

Como podéis ver, me he centrado en este trabajo, en los dos últimos modelos citados, el humanístico y el transpersonal, consecuentemente con mi propia experiencia en estos años, tanto de modo personal, como de observación y valoración de los resultados en centros, grupos y personas cuyo desarrollo he seguido.

Es conveniente dejar para quienes desarrollan su actividad profesional en este campo del "conocimiento humano", la extensa enumeración y el significado de las técnicas o terapias de éstos modelos. O cuando menos, ocuparnos de ello, en coordinación con éstos expertos en otro trabajo.

Pero, no obstante, no creo completar esta parte sino expongo da tos objetivos y científicos, en forma estadística, que nos permitan valorar suficientemente los resultados obtenidos.

Quiero para ello presentar resultados de las técnicas de meditación y concretamente de la conocida como M.T. (que practiqué personalmente desde hace 6 años, tras un periodo anterior en que practiqué la meditación Zen).

La razón que obedece no es la de interés o preferencia, sino que, técnica y objetivamente hay que considerar la extensión que ha tenido en poco más de 20 años, por 144 países con varios millones de practicantes en todo el mundo.

Concretamente en EE.UU. puede sustituir a las terapias tradicionales (en mi opinión es el complemento idóneo; os recuerdo mis consideraciones al respecto, unas páginas antes sobre las terapias de "desbloqueo") por su comprobada, científica y estadísticamente, eficacia en la reducción de stress, insomnio, ansiedad, aumento de la memoria y de la inteligencia, prevención de enfermedades, rehabilitación (drogadictos y criminales).

La "estrategia" del fundador de la organización M.T. (Transcendental Meditación), el físico y monje Maharishi (gran sabio) Mahesh Yogui, fue la aceptación de todas las estructuras sociales, económicas y políticas vigentes en la actualidad, aceptación que ha implicado a muchos países (EE.UU., Noruega, Suecia, Australia, Brasil...)

El apoyo oficial del gobierno para financiar proyectos de la M.T., traducándose en elaboración de cursos específicos para ejecutivos de altas empresas, políticos, jueces, militares, etc...

Maharishi (abreviando su nombre), justifica su postura aduciendo que lo importante no es "cambiar el collar al perro" (cambiar un sistema político, social o económico) sino cambiar al sujeto.





También sería agotador, en especial para vosotros, exponer aquí siquiera una panorámica de cuanto se opina, escribe e incluso se ha determinado judicialmente (TRIBUNAL SUPREMO DE ADMINISTRACION DEL LAND NORDRHEIN-WESTFALEN, ALEMAN.

SENTENCIA 5 A 1125/84

10 K 2269/80, Colonia. Fecha: 18 Diciembre '85  
en apoyo de esta técnica, por otra parte muy anterior en su origen a la propia técnica Zen y a la conocida como "Control Silva".

Hablemos de empresa y de riesgos, así pues, datos, datos y demás datos...



MAHARISHI INTERNATIONAL ACADEMY  
Roydon Hall,  
Seven Mile Lane,  
East Peckham, Kent

# Business and Industry

SOLUTION  
TO PROBLEMS

Progress can be fulfilling only when activity is enjoyable. Activity can be enjoyable only when creative intelligence has free opportunity for full expression. Fortunately now the formula has been brought to light to make business progressive and fulfilling at the same time. Physiologists, psychologists and sociologists describing the results of their scientific research during World Plan Week in Great Britain (6-12 May, 1974) in the presence of the founder of the Science of Creative Intelligence, Maharishi Mahesh Yogi, have brought a new hope of fulfilment through progress in business and industry — a new technology, not only to resolve problems in business and industry but to bring the experience of fulfilment at every step of progress.

The feeling that technological progress is not fulfilling can now be replaced by the experience of fulfilment at every stage of technological progress. The Science of Creative Intelligence, with its practical aspect Transcendental Meditation, demonstrating free and full expression of creative intelligence, has opened a new horizon to human progress and happiness.

**PROGRESS CAN BE FULFILLING**

# FUNDAMENTALS OF PROGRESS

The pace of progress is so fast, competition so intense and the complexities of technology and business so great that the modern businessman must be extremely adaptable without losing his stability. It is vital that everyone involved in business and industry keep himself informed of the Fundamentals of Progress that have emerged from the scientific research on Transcendental Meditation in the fields of physiology, psychology and sociology.

The Fundamentals of Progress are:

- Adaptability
- Stability
- Integration
- Purification
- Growth

When these Fundamentals are enlivened in the awareness of the individual through the regular practice of Transcendental Meditation, his activity inevitably yields ever higher achievements. Stability, one of the five Fundamentals of Progress, is presented below.

## Physiological Stability

Through the practice of TRANSCENDENTAL MEDITATION, physiological stability — the stable functioning of physiological processes — increases, as indicated by:

- stable state of rest (charts 1–10)\*
- improved physiology stabilized (11, 12)
- increased stability of the autonomic nervous system (13)
- normalized blood pressure (36)
- rapid recovery of a stable physiological baseline after stress (14, 39)
- stabilized health (36, 37, 45–47)
- stabilized sleep — reduced insomnia (48).

These physiological changes account for the psychological changes.

## Psychological Stability

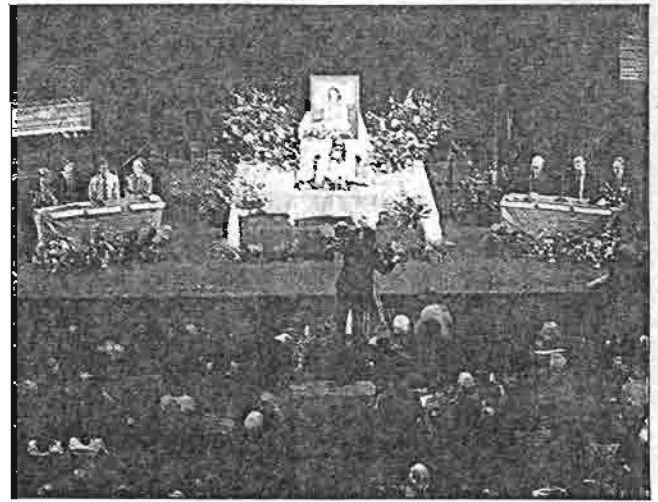
Through the practice of TRANSCENDENTAL MEDITATION, psychological stability — maintenance of mental and emotional balance — increases, as indicated by:

- increased emotional stability (chart 29)
- decreased anxiety (28, 30, 32, 35, 44)
- reduced depression and neuroticism (29, 31–33)
- stronger intellect (18–20)
- stronger memory (55–57)
- stability of attention (29, 43)
- increased inner control (28)
- increased self-confidence (27, 29)
- increased independence, self-sufficiency (29, 50).

Psychological stability develops automatically when the mind repeatedly gains and becomes habituated to its most stable status — pure consciousness — through the regular practice of TRANSCENDENTAL MEDITATION. The mind and emotions become balanced through the experience of pure consciousness, resulting in purposeful thought and action, which stabilize the entire psychology.

These physiological and psychological changes account for the sociological changes.

*\* These numbers refer to the scientific research charts on Transcendental Meditation (see MIU Press Publication No. 19). Displays, posters and books of the Fundamentals of Progress are available from MIU Press.*



*Maharishi Mahesh Yogi, Founder of the Science of Creative Intelligence, speaking at the Royal Albert Hall, 8 May.*

## Sociological Stability

Through the practice of TRANSCENDENTAL MEDITATION, sociological stability — stability of interpersonal relations — increases, as indicated by:

- improved relations between co-workers and supervisors (charts 25, 26)
- growth of stabilizing influences: more respect, cordiality, tolerance, sociability and good humour (29, 50)
- decreased disruptive influences: decreased distrust (31), decreased social inadequacy (31), decreased irritability (29), reduced use of non-prescribed drugs (42), increased job stability (21, 22, 24), stabilization of unstable members of society — effective rehabilitation (40, 41, 44).

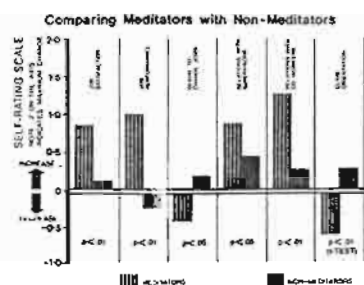
These physiological, psychological and sociological changes account for the ecological changes.

## Ecological Stability

Through the practice of TRANSCENDENTAL MEDITATION, the meditator grows in physiological, psychological and sociological stability, as indicated by the charts listed below. As man is the most influential member of his environment, when he grows in stability, he naturally radiates the influence of stability around him, securing balance and intensifying harmony in the environment. This is how TRANSCENDENTAL MEDITATION is a direct means of promoting ecological stability.

- increased physiological stability: increased stability of the autonomic nervous system (chart 13), stable state of rest (1–10), improved physiology stabilized (11, 12), stabilized health (36, 37, 45–47)
- increased psychological stability: increased emotional stability (29), increased inner control (28), increased self-regard, self-confidence and self-esteem (27, 29, 31, 50), decreased anxiety, depression and neuroticism (28–35, 44)
- increased sociological stability: increased job stability (21, 22), stability of interpersonal relationships (25, 26, 29), reduced use of alcohol, cigarettes and non-prescribed drugs (38, 42), decreased distrust (31).

**Increased Productivity, Improved Job Performance, Improved Relations with Supervisors, Improved Relations with Co-Workers, Increased Job Stability**

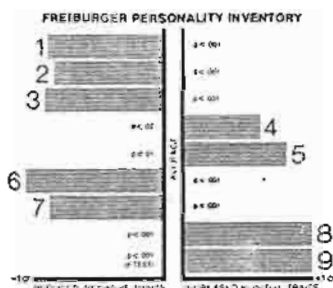


**Chart 21**

Meditators show more job satisfaction, improved performance, more stability in their jobs and better interpersonal relationships with their supervisors and co-workers. Whereas meditators report that they feel less anxiety about promotion (shown by reduced climb orientation), their fellow employees see them as moving ahead quickly. This indicates that a faster pace of progress is more natural for persons practising TRANSCENDENTAL MEDITATION.

Reference: Frew, D.R. "Transcendental Meditation and Productivity", *Academy of Management Journal* (in press) U.S.A.

**Improved Psychology**



**Chart 29**

Transcendental meditators exhibit:

1. REDUCED NERVOUSNESS, reduced psychosomatic disease.
2. REDUCED DEPRESSION, more self-assurance and contentment.
3. REDUCED IRRITABILITY, more tolerance in frustrating situations.
4. INCREASED SOCIABILITY, liveliness, friendliness.
5. INCREASED SELF-ASSUREDNESS, more self-confidence, good humour.
6. DECREASED TENDENCY TO DOMINATE, more respect, cordiality and tolerance.
7. DECREASED INHIBITION, more naturalness, spontaneity and self-sufficiency.
8. INCREASED EMOTIONAL STABILITY, improved ability to concentrate.
9. INCREASED STAYING POWER AND EFFICIENCY.

Reference: Fehr, T., U. Nienhuser and S. Torber, "Study of 49 Practitioners of Transcendental Meditation with the Freiburger Personality Inventory", *Scientific Research on Transcendental Meditation: Collected Papers*, Orme-Johnson, D.W., L. Domash and J. Farrow (Eds.), Vol. 1, Los Angeles, MIU Press, 1974, U.S.A.

**SCIENTIFIC RESEARCH ON TRANSCENDENTAL MEDITATION**

For want of space, it is not possible to show all the charts, but they are available from MIU Press. The titles of those which are especially pertinent to business and industry are listed below.

- Chart 1 — Levels of Rest
- Chart 3 — Increased Cardio-Vascular Efficiency
- Chart 4 — Decreased Anxiety (as measured physiologically)
- Chart 5 — Reduction of Emotional Disturbances (as measured physiologically)
- Chart 11 — Increased Cardio-Vascular Efficiency
- Chart 13 — Increased Stability (Physiological)
- Chart 14 — Increased Adaptability: Effective Interaction with the Environment, Increased Resistance to Stress
- Chart 15 — Faster Reaction Time
- Chart 17 — Increased Co-ordination of Thought and Action

- Chart 18 — Increased Intelligence Growth Rate
- Chart 19 — Improved Ability to Absorb and Retain Information
- Chart 27 — Developed Personality
- Chart 28 — Increased Inner Control, Decreased Anxiety
- Chart 32 — Improved Mental Health
- Chart 39 — Faster Recovery from Sleep Deprivation
- Chart 43 — Improved Ability to Focus and Broader Comprehension
- Charts 51-54 — Increased Orderliness of Brain Function
- Chart 55 — Maintenance of a High Level of Mental Efficiency
- Chart 56 — Increased Orderly Thinking, Increased Organizing Ability
- Chart 57 — Increased Speed and Accuracy in Problem-Solving

**NEUROPHYSIOLOGY OF MANAGEMENT**

The value of orderly thinking has long been recognized in management. But the means of developing it in the executive have up to now been relatively inefficient. The EEG measurements of increased synchrony of the brain have validated increased orderly thinking through Transcendental Meditation, the practical aspect of the Science of Creative Intelligence.



Nobel Laureate Dr. Brian Josephson, Reader in Physics, Cambridge University, speaking at Cambridge University at one of the World Plan Week Symposiums, 11 May.

Dr. David Orme-Johnson, director of the International Centre for Scientific Research and Professor of Psychology at Maharishi International University, speaking at Cambridge University, 11 May.

Dr. Byron Rigby, Registrar in Psychiatry, St. George's Hospital, London, speaking at a conference for the medical profession at St George's Hospital, London, 8 May.

Dr. J-P. Banquet, researcher in electroencephalography at the Institute Bio-Medicale, Toulouse, France, speaking at a conference for researchers at Maudsley Hospital, London, 7 May.

The Science of Creative Intelligence provides a new basis for management. The programme that is being offered to all managerial systems of the world will allow the aspirations of manag

fulfilled. Every executive will have instilled in himself, on the level of the very cells of his nervous system, those qualities of superior mental functioning that previously only a few brilliant minds.

These are strong statements; they are supported and explained in the following paragraphs.

Thinking, of course, is the function of the brain. Any process of thought has certain correlates in terms of the chemical and electrical behaviour of nerve cells and their functional groups. These physical values may be measured and connected with their subjective correlates. Presumably, the special type of thinking that is orderly has associated with it certain physiological characteristics in the brain. What Transcendental Meditation does is to establish a pattern of orderly, coherent thinking and resistance to confusion at a direct neurophysiological level in the functioning of the brain.

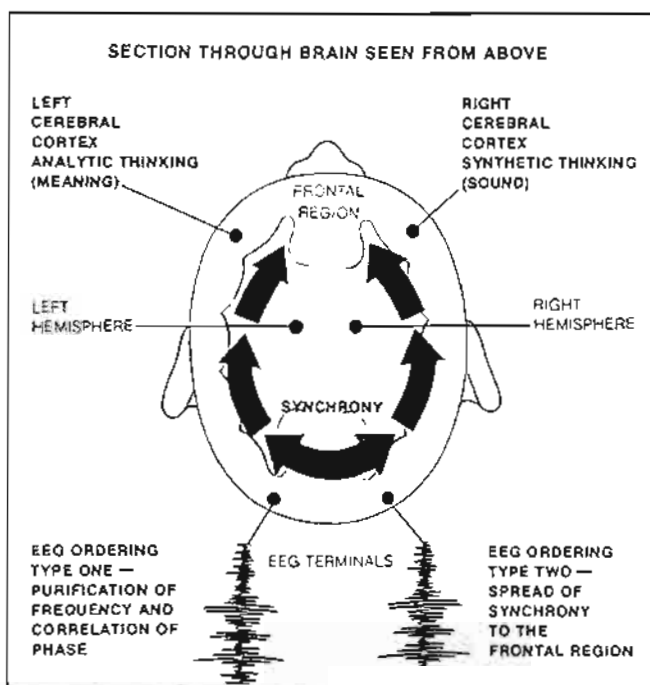
To understand this, it is interesting to review what is known about the functioning of the different areas of the nervous system, with respect to the mental capabilities that underlie the ability to process information, and to relate this to laboratory measurements that have recently been used to verify the neurophysiological effects of Transcendental Meditation.

Two kinds of measurements have yielded especially dramatic and relevant results: electroencephalography, which measures the electrical activity of the cortex (the area of the brain that thinks), and galvanic skin response, which measures the overall stability of the nervous system, including emotional stability.

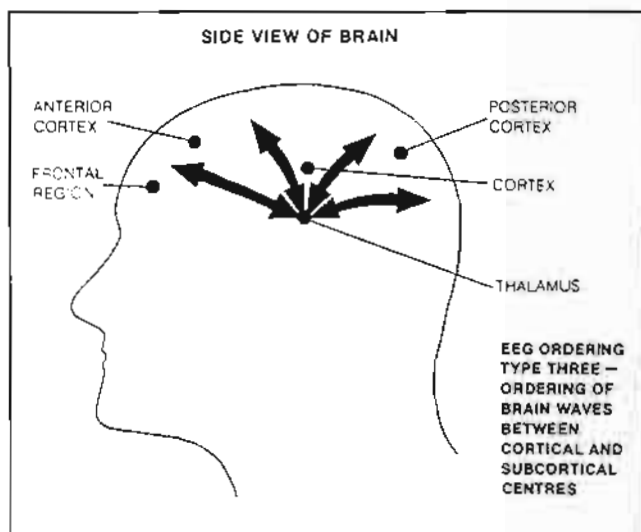
### Three Types of Electroencephalic Ordering

It has been shown by Dr. J-P. Banquet that the EEG signals (brain waves) induced during and after the practice of Transcendental Meditation are remarkably synchronous and coherent and indicate superior integration and co-ordination of different brain areas. (Banquet, 1972, 1973) Three distinct types of integration are implied by this observed brain wave synchronization.

● First, brain waves from the two cerebral hemispheres become purified in frequency and correlated in phase — they fall into step with one another. Independent research in England (Westcott) and the United States (Glueck has confirmed Banquet's discovery. Westcott



(1974) found that during Transcendental Meditation the energy output of the left and right hemispheres tended to become equalized, and the rhythmic activity from the two sides of the brain became statistically more correlated, more in phase and more balanced. Meditators also had more stable alpha rhythms, which are known to be correlated with reduced anxiety, improved psychophysical performance and the timing of voluntary actions. This increased stability of brain rhythms is believed to be the basis of the improved perceptual-motor performance observed in meditators. (Blasdel, 1971) Furthermore, there is evidence of increased activation of the right hemisphere after meditation and its correlated functions of intuition, spatial and melodic compositions and non-verbal ideation. This ordering of the relationship of the left and right sides of the brain with their known separate functions strongly implies subjective correlates of better co-ordination between the aspects of meaning and sound in language, of form and spatial location in vision and, it has been suggested, between analytic and synthetic thinking.



● Second, brain waves ordinarily characteristic of the posterior cortex (alpha waves) spread synchronously and coherently to the frontal region to include the entire brain. (Wallace 1971; Banquet, 1973; Westcott, 1974) Since the motor controls are in the anterior brain and the sensory processors in the posterior, this profound ordering in terms of electrical wave synchrony has a suggested correlation with the improved co-ordination of thought and action with improved perceptual-motor performance experienced by meditators and evident in psycho-physiological tests. (Blasdel, 1971) The simplest correlate of this aspect of the induced orderliness of the EEG pattern would seem to be faster reaction, which has been clearly observed in meditators in the experiment of Shaw and Kolb. (Shaw and Kolb, 1970)

● The third type of ordering is seen in a more integrated relationship vertically, between the cortex and the thalamus and other subcortical centres. This coherence between the parts of the brain responsible for conscious thinking (cortical) and for the primary physiological functions (subcortical) has the general consequence of closer connection between mind and body and tends to elucidate the results of the now classical experiments of Wallace, which showed that the purely mental technique of Transcendental Medigical effects on oxygen



consumption, metabolic rate, breath rate, skin resistance, cardiac output and blood chemistry. (Wallace, 1970)

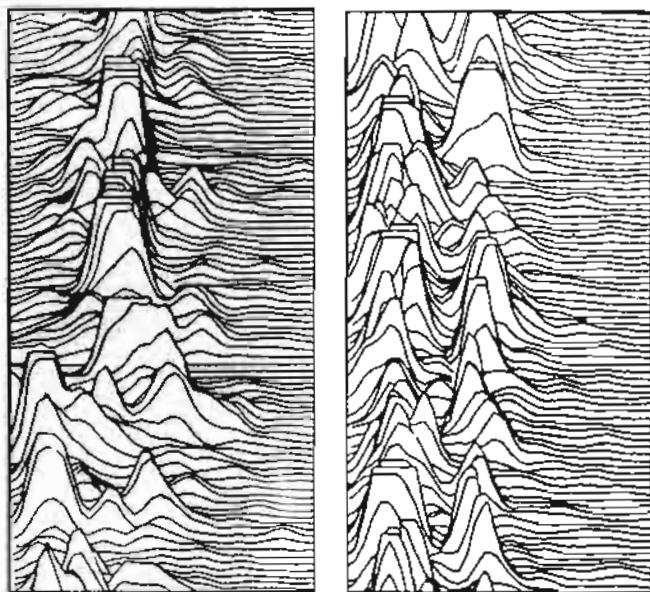
Furthermore, Professor R. Collier has explained that the improved integration between cortical and archicortical functions that is seen in the particular synchronous spindle forms of the EEG pattern brought about by Transcendental Meditation supports precisely that type of ordered functioning known to operate in learning ability, especially language-learning ability. (Collier, 1973) This seems in turn to explain the results of Abrams, who measured learning ability of meditators in terms of short- and long-term recall and found it to improve steadily in both aspects of memory — acquisition and recall. (Abrams, 1972)

It is also important to emphasize the cumulative nature of the benefits of the twice daily practice of Transcendental Meditation; it is striking to notice that in every major study the beneficial psychological and physiological effects of Transcendental Meditation have been found to increase without significant levelling off as the practice is continued.

## Improved Brain Function Skill in Activity

The improvements in brain function deduced from measurements of EEG synchrony suggest integration of synthetic and analytic thinking, better linguistic and verbal ability, a widened range of idea associations, better mind-body co-ordination and more effortless memory. Taken together, these improvements demonstrate more orderly thinking. Moreover, Transcendental Meditation succeeds in establishing greater orderliness not only on the psychological level of reasoning, but also directly and deeply at the level of the neurophysiological structure of the brain. We can say that Transcendental Meditation improves the brain's ability to spontaneously and naturally manage its own affairs, enhancing the job performance of the various neural centres concerned with intuition, memory, reason, co-ordinated expression, etc. A normal, orderly brain results in clarity of thought and liveliness of action, the hallmarks of a successful businessman.

Another aspect of orderly thinking is the power to resist disorganization due to environmental changes. The maintenance of orderliness through the stability and adaptability of the thinking process provides the executive with freedom from confusion in the midst of external disorderly influences.



Computer-generated Fourier spectral analysis of electroencephalograph signals taken during Transcendental Meditation

This quality of resistance to disorientation has also been shown objectively to be generated by the practice of Transcendental Meditation. The experiments of Orme-Johnson on galvanic skin response show that meditators respond much more quickly with less retention of disorientation — a direct and accepted measure of emotional balance and strength. (Orme-Johnson, 1972) In addition, direct measures of emotional health by standard tests of psychological functioning clearly reveal that meditators grow in the values of self-actualization, firm identity, spontaneity and solidity of character — the qualities of a secure and orderly emotional life. (Fehr, 1972; Seeman, Nidich, Banta, 1972)

To summarize, Transcendental Meditation is seen to be a quite natural and easily learned mental technique that immediately generates a coherent and orderly pattern of functioning in the groups of neurons which compose the brain, and this is reflected in synchronous electrical activity which seems to be correlated with observed improvements in many aspects of the functioning of creative intelligence in the meditator's life. Taking this information together, it is not surprising that a study in Holland showed a significant increase in the rate of growth of intelligence (I.Q.) in a group of meditators compared to a control group. (Tjoa, 1972) It is understandable from these results of improved brain functioning, increased intelligence, increased stability in the face of stress, solidity of character and increased spontaneity, that executives practising Transcendental Meditation have been found to increase in productivity, job performance and job satisfaction, as shown in the chart on the previous page. Clearly, Transcendental Meditation is fundamental to developing managerial skills.

For a detailed bibliography of the scientific research, refer to MIU Press Publication No. 20, *Scientific Research on Transcendental Meditation: Collected Catalogue*.

### Increased Strength and Orderliness of Brain Functioning II

Increased Stability of Restful Alertness

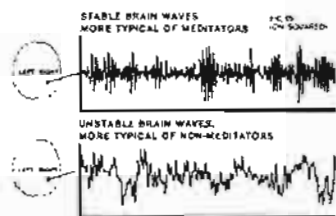


Chart  
52

#### Chart 52: Increased Strength and Orderliness of Brain Functioning II.

The brain waves (8–14 cps) during TRANSCENDENTAL MEDITATION were found to be more stable than for control subjects. Stable brain rhythms are known to be correlated with stable awareness and superior performance. Increasing stability of awareness is an indication of developing the fullness of life.

The fact that this effect persists even after meditation indicates the tendency of the neurophysiology to become habituated to maintaining broadened awareness in the direction of full mental potential (see chart 43).

Reference: Mark Wescott, "Hemispheric Symmetry of the EEG during Transcendental Meditation", *Scientific Research on Transcendental Meditation: Collected Papers* Vol. 1, eds. David W Orme-Johnson, Lawrence H. Dornach and John T. Farrow (Los Angeles: MIU Press, 1974).

# BUSINESS

## Business: Definition and Scope

Business is obviously a means of providing the basic material needs for survival and progress, but its deeper significance lies in enlivening the spiritual content of existence, that wholeness of life which is the goal of all progress.

Unbounded and infinite is the scope of business. It only requires a businessman to develop the full capacity of his heart and mind to enjoy the whole range of business. A businessman whose life is fully developed will enjoy the full potential of business.

The knowledge and experience that the Science of Creative Intelligence provides unfolds the full potential of the individual and opens the possibility for him to spontaneously derive maximum advantage from every undertaking — both material and spiritual gains from every aspect of business.

## Accomplishments of Business



*19th International Symposium on the Science of Creative Intelligence: Cambridge University, 11 May*

Business has continued to provide society with higher standards of living — the growth of scientific knowledge, continuing to develop technology, is continuing to create more and more comforts.

## What Business Has Yet to Accomplish

Business has yet to accomplish that skill or that efficiency which can raise the dignity of business to the accomplishment of affluence, progress and fulfilment.

The Science of Creative Intelligence directly accomplishes this by broadening the individual's awareness and developing in him fullness of life.

## A Glimpse of the Practical Philosophy of Life that Has Demonstrated the Possibility of Eliminating the Problems of Business and Industry

The nature of life is to grow.

Creative intelligence is at the basis of growth.

Whenever creative intelligence lacks the opportunity to express itself fully, growth is obstructed, and life, whose nature is to grow, begins to suffer

The routine of life keeps the awareness within boundaries, and boundaries, made rigid day by day, offer increasing resistance to the free flow of creative intelligence.

Life has ever been lived through boundaries — through the same channels of perception, thinking and action. That is why there has been no opportunity for the free and FULL expression of creative intelligence in the daily routine of life.

Increasing rigidity of boundaries present in the daily routine of life is responsible for the age-old experience of mankind that life is a struggle. The routine nature of the work required by this technological age has merely intensified the problem.



*Maharishi Mahesh Yogi, Founder of the Science of Creative Intelligence, speaking at the Royal Albert Hall, 8 May.*

Here, in the lack of opportunity for the full expression of creative intelligence, is the seed of discontent in man. It sprouts in frustration at work and grows into general dissatisfaction, overshadowing even the soothing love of family and friends.

Because the seed of discontent is LACK (of opportunity for the full expression of creative intelligence) and because lack is just the absence of something, there is nothing one can lay one's hands on. That is why the basic cause of discontent remains hidden, unrecognized. Man remains the victim of what this lack produces — discontent, frustration, negativity and all the problems they engender.

Routine work produces rigidity of boundaries and this restricts opportunity for the full expression of creative intelligence. However, routine work offers disciplined activity which adds efficiency to progress. So, we find routine work is damaging to the nature of life, but at the same time helpful for progress in the outside world.



*Max Flisher, Director of Curriculum Development, Maharishi International University and former senior lecturer in English and Drama, College of All Saints, London, speaking at Durham University at one of the World Plan Week symposiums, 10 May.*

It is not necessary to forgo either life for progress or progress for life. It is not necessary to forgo routine work because it is possible now to neutralize its harmful, narrowing effects.

The Science of Creative Intelligence, with its practical aspect, Transcendental Meditation, provides an opportunity for the FULL expression of creative intelligence. The daily opportunity for the individual's awareness to go beyond boundaries neutralizes the rigidity caused by routine work.

The Science of Creative Intelligence has demonstrated the possibility of eliminating the age-old problems of business and industry.

Modern man does not have to continue to live of struggle and suffering.

## Freedom from Stress



*Elliot Abravanel, M.D., Professor of Medical Sciences at Maharishi International University, speaking at a conference for the medical profession attended by the mayor and other civic dignitaries, Liverpool, 9 May.*

There seem to be two fundamental causes of stress in business and industry today: the pressure under which management is required to work, and the boredom which employees are required to endure day after day.

The Science of Creative Intelligence provides a timely solution to each of these problems by bringing a refreshing influence to both body and mind, enabling the individual to take deep rest at will and expanding his awareness at the same time. By providing deep rest, Transcendental Meditation neutralizes stress, and by expanding awareness, it neutralizes the narrowing influence of routine work.

This accounts for the beneficial effects experienced in those firms where Transcendental Meditation has been introduced — increased productivity, creativity and job satisfaction (charts 21–24); improved health; decreased inefficiency and job boredom; fewer working days lost through the effects of stress; and improved relationships between shop-floor and management (charts 21, 22).

## Improved Physiology, Psychology and Sociology



*Vincent Snell, Fellow of the Royal College of Surgeons and national leader of Maharishi's movement in England, at the Royal Albert Hall during world Plan Week, 8 May.*

The beneficial effects of Transcendental Meditation on mind, body and behaviour experienced by hundreds of thousands of meditators throughout the world have now been amply validated by scientific research that demonstrates improved physiology, psychology and sociology. Over 200 separate experiments have been carried out at universities and research institutions in a dozen different countries. Many of these experiments have been reported in major scientific journals, and the original papers are available from MIU Press.

## Increased Effectiveness in Business through Transcendental Meditation

In the years 1968–1973, over 250,000 individuals began the practice of Transcendental Meditation, the

practical aspect of the Science of Creative Intelligence, and in 1974, an average of 24,000 are beginning Transcendental Meditation each month in the United States alone.

In Great Britain more than 1,000 people are learning the practice each month, but now that the message is being put across in a scientific way it is expected that all the intelligent people in the country will take it more seriously and start deriving benefits in their own lives and inspire their community to do the same. So much national energy is wasted in discussing problems. Here is a strong suggestion for the solution to problems in business and industry.



*Dr. Keith Wallace, President and Professor of Physiology, Maharishi International University, speaking at a conference for businessmen at the International Wool Secretariat, 10 May.*

Businessmen who begin Transcendental Meditation report that their work becomes easier and more enjoyable. They are more productive while spending the same amount of time at work, their level of interest and motivation is higher and more consistent, career goals spontaneously become better defined, and their experience of business in general becomes increasingly more rewarding and successful.

## World Plan

The World Plan is an educational plan to train teachers of the Science of Creative Intelligence in all parts of the world. The goal is to establish one SCI Teacher Training Centre for every one million population and to provide one teacher for every one thousand people in all countries in order to develop the full potential of human life.

The World Plan is a plan for every community, it involves every individual in every part of the globe. It is being implemented everywhere by the intelligent and responsible members of the community.

For details of the World Plan and the means of its implementation, refer to MIU Press Publication No. 5, "Alliance for Knowledge".

## Seven Goals of the World Plan

- To develop the full potential of the individual
- To improve governmental achievements
- To realize the highest ideal of education
- To eliminate the age-old problem of crime and all behaviour that brings unhappiness to the family of man
- To maximize the intelligent use of the environment
- To bring fulfilment to the economic aspirations of individuals and society
- To achieve the spiritual goals of mankind in this generation

Refer to MIU Press Publication No. 39, "World Press on Our Contribution to Business and Industry".





**MAHARISHI INTERNATIONAL ACADEMY**  
*National Headquarters, Roydon Hall, Kent*

## PROGRAMME FOR SUMMER 1974

The response from businessmen and trade union leaders at the symposiums during World Plan Week in Great Britain has inspired Maharishi International Academy in London to organize training programmes to train teachers of the Science of Creative Intelligence for business and industry. Executives, personnel officers, union leaders and management consultants are invited to participate.

### **Six-Week Summer Residence Course**

to train teachers of the Science of Creative Intelligence for business and industry.

Cost £252 including tuition, board and lodging.

#### **Schedule:**

Part (i) Basic course on the Science of Creative Intelligence. (Those who have already taken the basic SCI course will be offered a special study of different sciences in the light of the Science of Creative Intelligence in order to unfold the knowledge of the laws of nature underlying management and progress.)

Part (ii) Science of Creative Intelligence for Management and Labour

Part (iii) An introduction to the Science of Creative Intelligence courses for:

- Rehabilitation
- Medical Schools
- Civil Service Training
- Secondary Education
- College Education
- University Education
- Adult Education

In order to gain maximum benefit from this course

it is strongly recommended that the applicant enrol at least one month before the start of the course in order to receive the materials and have an opportunity to study them in advance. Participants should realize that this is going to be an intensive course.

For those who are not able to attend the summer course, it will be made available in their own areas on a part-time basis — one or two ninety-minute sessions per week.

Successful participants will be eligible to attend international courses to become teachers of Transcendental Meditation after a period of field work in their own World Plan Centres.

**A Course of Seven Steps to Learn Transcendental Meditation** is offered regularly at each of the sixty World Plan Centres throughout Great Britain.

### **Special Introductory Courses for Businessmen**

Throughout the year at Roydon Hall in Kent, Maharishi International Academy schedules one-week introductory courses in a specially designed format to meet the needs of businessmen. During the week participants take the course of personal instruction in the technique of Transcendental Meditation, and in a series of seminars are given an in-depth analysis of the neurophysiological basis of the benefits they are experiencing, together with an exploration of the sociological ramifications of the Science of Creative Intelligence as applied to business and industry. (Details from the Secretary, M.I.A., Roydon Hall, East Peckham, Kent)

Full details of the Summer Residence Training Course and addresses of World Plan Centres in Great Britain are available from Maharishi International Academy, 32 Cranbourn Street, London WC2H 7EY. Telephone 01-240-3103/4. Telex 25306.

LOCAL WORLD PLAN CENTRE



AGE OF  
ENLIGHTENMENT  
NEWS SERVICE

Maharishi European  
Continental Capital  
of the Age of  
Enlightenment

67 APR, 1990  
1209 1/3  
Postbus 700  
6040 AS Roermond  
The Netherlands  
Telex: 30716 mecc nl

14 April 1990

## News Release

For Immediate Release

# Japanese Government Study Finds Maharishi's 'Transcendental Meditation Improved the Mental Health of Industry Workers

## Major Japanese Companies Using TM Corporate Development Programme

A study just released by Japan's National Institute of Industrial Health, a branch of the government's Ministry of Labour, concludes that 'by implementing Transcendental Meditation in a company, the mental health of workers was improved.'

The study involved 798 employees at Sumitomo Heavy Industries, a major Japanese manufacturing company. The study found that the health of those who practised the Transcendental Meditation technique of Maharishi Mahesh Yogi improved significantly more than did that of controls.

Investigators Takashi Haratani, Ph.D., and Takemitsu Henmi, MD, presented their findings at an academic conference on industrial health held in Kumamoto on 6 January. The conference was organized by the Society of Industrial Hygiene, Japan's authority in the field of industrial medicine. Their results have prompted enquiries from several large Japanese companies wanting to teach the TM programme to their employees.

Dr Haratani is well known in Japan for his work in industrial medicine. Dr Henmi, a psychiatrist, is a consultant to the Japanese Ministry of Labour, the World Health Organization, and St Mariana Medical Institute; President of Japan's Association of Law and Psychiatry, and former professor at the Department of Medicine of Tokyo University.

- cont'd -

27 NOV 1989  
E 29 2/3

The investigators measured the workers' health using three standard questionnaires: the Tokyo University Health Index, Zung's Self-Rating Depression Scale, and Cattell's Anxiety Scale.

The questionnaires were first administered in October 1988. After that 447 of the group learned the Transcendental Meditation technique (30 were already practising it). 321 people served as controls. The tests were administered again in March 1989 to 765 people — 96 per cent of the original group.

### **TM Group Significantly Healthier than Controls**

After learning TM, the experimental group showed significant improvement on 10 of the 12 scales of measurement, whereas the control group showed improvement on only one. The TM group had fewer general physical complaints, less tendency to impulsiveness, more emotional stability, less tendency to neurosis, and less anxiety.

Drs Haratani and Henmi said these results were particularly impressive since some members of the TM group practised the technique irregularly during the experimental period.

The investigators considered the possibility that the TM group was in some way predisposed to these improvements. They reported that the two groups showed little difference at the beginning of the study, except in self-rating depression for which the controls were slightly higher. They also concluded that the possibility of influence from the placebo effect was small.

Dr Haratani comments, 'TM is a simple meditation technique, and studies have shown it produces a wide range of benefits. Many companies in Japan are starting to use TM, and we had had reports that it promotes good health. We decided to research this claim. Our findings showed that it is true.'

### **TM Corporate Development Programme Widely Used**

TM's benefits are not restricted only to workers. Over 100 Japanese companies are implementing Maharishi's Transcendental Meditation as a corporate development programme for their managers and executives.

At Sumitomo Heavy Industries, the health insurance division recommends TM to company employees, and the fee for instruction in the technique is paid from the company's annual budget. More than 600 managers have learned TM, as have the company chairman and directors of major divisions.

The Director of Sumitomo's health insurance division, Mr Kukumito, comments, 'Transcendental Meditation is creating very good results in the physiology, psychology, and working environment at our company.'

-- cont'd --