

## RESEARCH ARTICLE

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## Does Pranic Healing Predict Leadership Effectiveness

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## ABSTRACT

The purpose of this study was to examine the impact of Pranic Healing on Leadership Effectiveness. Post facto research design was adopted for this study. A sample of 100 middle level managers working in Public and Private sector organizations was selected through random sampling technique. Results indicated that Pranic healing has a significant impact on Leadership Effectiveness of middle level managers of Public and Private sector organizations. There is a significant improvement in measures of chakras after administering Pranic healing.

**Keywords;** Pranic Healing, Leadership Effectiveness.

## INTRODUCTION

Pranic Healing is an energy therapy established in India, China, Egypt as well as in many other parts of the World from ancient times. Indian Rishis, Chinese Taoist and Tibetan Monks have practiced various forms of healing using Prana for thousands of years. Yogi Rama Charaka(2007) in his book "The Science of Psychic Healing" stated that "The general Principles of Pranic Healing rest on the fact that Prana may be transferred or transmitted from one person to another, in many ways". Pt. Shriram Sharma Acharya(1998) in his book 'Prana Shakti Ek Divya Vibhuti' wrote in detail about Prana and its effect on human body and its impact on the personality of an individual. Master Choa Kok Sui has done an extensive research on Pranic Healing and developed a brilliant and scientific based technique to alleviate the suffering of humanity. Pranic healing is a highly developed and tested system of energy healing techniques that utilize "prana" i.e life force to balance, harmonize and transform the body's energy process. *Prana* is a Sanskrit word that means *life-force*." This invisible bio-energy or vital energy keeps the body alive and maintains a state of good health. Pranic Healing is a simple yet powerful & effective system of no-touch energy healing. It is based on the fundamental principles that the body is a *self-repairing* living entity that possesses the ability to heal itself and that the healing process is accelerated by increasing this life force that is readily available from the sun, air and ground to address physical & emotional imbalances. Master Choa Kok Sui says "Life Energy or prana is all around us. It is pervasive; we are actually in an ocean of Life Energy. Based on this principle, a healer can draw in Pranic Energy or Life Energy from the surroundings."

Scientific evidence provides tangible proof of the existence of the energy body and its relation to the health and well-being of the physical body. Based on the experiments conducted by Russian Scientist, Semyon Kirlian photographs taken on humans, animals and plants through an ultra sensitive camera process showed a colorful radiant energy field surrounding the physical A part of this energy field called inner aura interpenetrates the visible physical body and extends on all sides for about 5 to 6 inches. Experiments in Kirlian photography also revealed that the diseased energies appear first in the energy body before manifesting as a physical ailment. Further experiments have produced crystal clear evidence that a person's thoughts and emotions substantially affect the color, brilliance and vitality of his energy body. When a person is sick his aura and chakras are affected. Chakras are energy centres which control the function of major vital organs of the body (Sui, 1990). Chakras absorb life-energy and distribute it to the organs and glands which are responsible for healthy emotional and psychological makeup of man. Pranic healing is done by removing the diseased energy from the patient's energy body and by transferring fresh vital energy (prana) to the affected areas with the use of the hand chakras.

Pranic healing is applied on the bio-electromagnetic field known as Aura, containing the mold and blueprint of the physical body, which enhances managerial and leadership efficiency. By using life energy and spiritual laws, the realization of plans, projects, schemes, ideas and overall worker-management relations can be made easier. It also teaches how to handle situations that generate stress in work-place, allowing employees to instantly recharge physically

and mentally. Practical tips to remove stress and tension energy will be imparted to leaders and managers. In nut-shell, the pranic healing results in strength and confidence, clarity of goals and dynamism to handle organizational and business situations.

A leader has to have the capability to influence others and the leadership is the quality to influence people to achieve some defined goals. Leadership is a process of influencing one or more people in a positive way so that the tasks determined by the goals and objectives of an organization are accomplished (Hart, 1980). Leaders have to make right decisions at every step to achieve the desired results. Thus, effective decision making is one of the attribute of an efficient leader (Tatum, Eberlin, & Kottraba, 2003). Leading is one of the key management functions and leadership is a process by which an individual influences and co-ordinates the activities of others for the achievement of coveted goals. For today's leader, the key challenge is not how to control people to run the organization, rather it is to attract, develop and retain the best talent and to link, diffuse and leverage their knowledge, skills and initiatives to create innovations and new opportunities while executing and implementing the plans, schemes or ideas.

While monitoring and executing the plans & policies and schemes the leader has to bear a lot of stress and pressure from all sides of organization and society which depletes the energy level of the leader and his capacity of monitoring or executing comes down. Therefore, he feels exhausted. By the application of pranic healing the action and the spirit of the leader get rejuvenated and recouped.

Chakras are the energy centres which control the functioning of the major organs of the body. In our energy body (aura) there are many chakras. But in the present study only 7 major chakras are taken into consideration. These are Crown, Ajna, Throat, Heart, Naval, Swadhisthana and Basic. Crown Chakra is the centre of divine love and it brings greater clarity, meaning and value in life. Ajna Chakra is the centre of higher mental faculty for understanding the abstract concepts and principles. Throat Chakra is the centre of concrete mental faculty and higher creativity. Heart Chakra is the centre of higher emotions such as love, joy, compassion, forgiveness, peace etc. Naval Chakra is the centre for instinct of knowing. Swadhisthan Chakra is centre for lower creativity. Basic Chakra is the centre for instinct of survival.

### **Operational Definitions**

#### ***Emotional Intelligence***

Emotional Intelligence is one's ability to recognize, understand his own as well as others feelings & emotions that allow him to effectively empathize with others and manage his emotions in a way which brings harmony to the group and group cohesiveness remain intact for collective functioning.

#### ***Stress Management***

Stress is a condition or feeling experienced, when a person perceives that requirements exceed the

personal and social resources an individual can mobilize. In such a situation one may get disheartened and stop functioning or might function with reduced energy and enthusiasm. But a leader will face the stress with courage and continue functioning with greater energy. This could reduce the amount of failure and increase the level of success.

#### ***Optimism***

Optimism is viewed as emotional competence which might boost productivity, enhance employees' morale, overcome conflict and have a positive impact on the functional employees. It helps one to see the positive aspects of any situation and enables to capitalize on each opportunity with greater energy and enthusiasm to achieve success.

#### ***Risk taking ability***

Risk involves a challenge for achievement or a desirable goal with uncertainty or a fear of failure. Having the capability to take risks effectively could be the key to success for many leaders. The factors involved include willingness to take moderate risks, seeing risks as opportunities, or to achieve greater profitability or success.

#### ***Integrity***

Integrity arises from congruence between thoughts, feelings, words and actions flowing from core values. Integrity involves the three R's: respect for self, respect for others and responsibility for actions undertaken.

### **Review of Literature**

#### ***Healing Animals***

Bengston(2000) did healing for five experimental mice with mammary adenocarcinoma which has a predicted 100% fatality between 14 and 27 days subsequent to injection. After Pranic healing tumors were completely resolved.

#### ***Healing of Enzymes and Human Cells***

Bunnel(1999) did an experiment on pepsin enzyme activity to know the ability of "healing with intent" and to establish the credibility of healing. Across 20 separate trials the reaction rate of the enzyme sample "healed with intent" was found to be significantly greater than the unhealed sample ( $P = 0.03$ ).

Joie (2006) did pranic healing on human HeLa cells in culture which has been subjected to gamma radiation. His study clearly revealed that pranic healing can reverse the effects of radiation on the cells in culture.

#### ***Healing for Human beings***

Daniel and Barbara (1994) studied the effect of noncontact Therapeutic Touch (NCTT) therapy and Intercessory Prayer (IP) on 16 patients of type I diabetes mellitus for two weeks. The results indicated that out of 16, 11 patients in the treatment group showed a reduction in insulin dose as compared to the control group.

Jones (2001) narrated a series of preliminary studies in which functional magnetic resonance imaging (fMRI) had been used to measure neurophysiological changes through distant and direct healing. Pranic healers projected prana on the acupoint UB 67 related to vision. After application of Pranic healing changes were

found on fMRI of visual cortex area of the brain which were identical to that produced by needle stimulation of the acupoint.

Pranic healing worked successfully on a women patient suffering from stress and anxiety. After one session of Pranic healing treatment she felt peace and calm. (Fillipof, 1998). Marital stress affecting patient life was resolved by pranic healing. Another patient had facial paralysis due to stress and anxiety. She was cured after Pranic healing (Molen, 2006). A patient suffering from breathing problem & extreme fatigue due to stress and panic disorder. With four sessions of pranic healing her breathing was restored to normal (Melare, 2006). Few patients were suffering from obsessions and compulsions. After multiple sessions of pranic healing the patients felt more relaxed and their obsessive-compulsive behavior was disappeared.

In a number of experiments of pranic healing on addictions important results were derived. A patient was able to get rid of smoking addiction of 45 years (Silva, 2006). Another patient having 'Pan Parag' addiction for past 18 years was able to give it up after a couple of pranic healing sessions (Dhorajiwala, 2006). Still another patient was able to get rid of alcoholism after taking pranic healing (Shastri, 2006).

Several patients suffering from depression were treated with pranic healing by various healers. A patient was having severe depression with duodenal ulcer. She was relieved from her physical and psychological ailments (Dadia, 2006). Another patient with acute depression was cured with four sessions of pranic healing (Patel, 2006). One more patient of severe depression with audio and visual hallucinations was healed and restored normal health (Prabhakar, 1999). A 12<sup>th</sup> grade student having problem with sudden change in behavior and depression could be helped through healing. His behavior was completely transformed after healing.

Five months of pranic healing was able to treat chronic schizophrenia patient (Sonia, 2006). A patient was experiencing episodes of forgetfulness, memory lapses, depression, general lethargy, problem with speech and child like behavior and was diagnosed with Alzheimer's. No medical cure was available for it. With two months of pranic healing, there was remarkable improvement in the condition of the patient (Dalmia, 2000).

Different healers have applied pranic healing for various treating various diseases like thrombocytosis, multiple sclerosis, kidney stones, breast cancer, parkinson's disease etc. Thrombocytosis is a rare blood disorder which was treated with pranic healing (Co, 2006). A multiple sclerosis patient having many physical and psychological disturbances was healed (Kugel, 2006). A few sessions of pranic healing were able to resolve pain due to kidney stones. MRI showed that only one out of eight kidney stone was left and there was no need for surgery (Saldanha, 1997).

Five months of healing sessions were able to make breast cancer disappear (Zanucolli, 2006). A patient was

diagnosed with brain tumor and recommended surgery by doctors. Ten pranic healing sessions could cure the tumor completely (Hernandaz, 2006). A patient was suffering from multiple physical problems due to parkinson's. With pranic healing therapy the patient felt much better and was able to release muscle tension (Delpe, 1997). Early cataract was cured by pranic healing (Radhika, 1997). A patient was suffering from severe inflammatory arthritis of multiple joints, who could not do her work and walk normally. After taking one month of pranic healing treatment she was relieved from her problem. Another patient was suffering from cervical spondylitis. Pranic healing for eight days could resolve his problem (Krishnamachari, 1997).

Various researchers have conducted research and experiments on different psychological phenomena like Emotional Intelligence, Stress, Risk-taking and Integrity.

In today's competitive business environment, the difference between a company succeeding or failing often comes down to the quality and effectiveness of its leadership. In order to become effective leaders the entrepreneurs have to study and understand the organizations. Entrepreneurial leadership effectiveness is to lead an organization amid crisis (Dowset, 2006). A leader's communication and motivational skills enable him to implement change and drive innovation in the organization (Gilley et.al, 2008). Reave (2005) reviewed over 150 studies and came to the conclusion that there is a clear consistency between spiritual values and practices and effective leadership.

Emotional intelligence moderates the relationship between leadership styles and organizational performance and decision making styles have an impact on organizational performance (Schweiger, 1994) and the results were reconfirmed by the research done by Amason (1996). The link between emotional intelligence and leadership ability has been assessed by Goleman (1995, 1998). Emotional intelligence trait social skill may be critical to effective global leadership (Reilly & Karounos, 2009). The team members, who have high level of emotional intelligence, contribute to the overall emotional intelligence of the team. They recognize the roles which they have been assigned within the team relationship and act in accordance with the roles. Through their empathetic behavior they are able to form strong relationships with other members in the team which increases the cohesiveness of the team (Prati et.al, 2003). There is a significant relationship between transformational leadership style and emotional intelligence. It is also revealed that there are gender differences in the emotional intelligence scores of male and female managers (Mandell, Pherwani, 2003). There is a relationship between EI and effective leadership. It provides powerful tools for the selection, training and development of leaders, potentially enhancing organizational climates and performance (Palmer et al., 2000)

A survey was conducted to examine the relationship between workers' perceptions of IT leaders' leadership styles and job stress. The results of the study indicated that transformational leadership styles reduce stress levels for all participants, and passive/avoidant leadership styles may increase stress levels for them (Daenzer, 2009). It was proved that transformational leadership was linked with enhanced performance on stressful task, higher social support perceptions, greater efficacy beliefs, lower negative effect, and lower stress appraisals compared to the transactional leadership (Joseph & Schneider, 2009). A research study was conducted on human resource directors of public and private sector organizations of Singapore to know the existence & nature of stress management programmes. The results of the study revealed that stress management programmes place the responsibility on the individual rather than on the organization for change. These programmes are designed to cure rather than to prevent stress (Wyatt, 1996). Organizational commitment, job stress, job satisfaction, self-esteem, supervisor support can have an effect on turnover intention (Siong, et. al.2006). Employee's confidence and loyalty towards the leader reduces the work related stress and increases their commitment towards the organization. Ethical leadership and leader effectiveness negatively influences both work related stress and turnover intention (Triveno, et.al 2000)

The authors studied the influences on the idea creation, risk taking, and proactiveness perceptions of upper managers of 105 Thai manufacturing firms. Results indicate that the managers' idea generation was influenced by the type of product produced, the size of the company, and the extent of firm support for individual entrepreneurship. Managerial risk taking was associated with firm size and extent of support for personal entrepreneurship. Managerial proactiveness was associated only with the scope of firms' competition, firm size, organizational entrepreneurial climate and support for personal entrepreneurship (Sebora & Theerapatvong, 2009). In their paper they analyzed the characteristics of a person's willingness to take risky decisions for the group, emphasizing on gender and individual risk attitudes. In their research they found that female leaders take less risk in their group when compared to the male counterparts (Mehmat & Gurdal(2012).

The intent behind the study was to explore leader integrity behaviors of communication transparency and consistency between words and actions influence follower engagement and performance. They found that there is a significant impact of leader integrity with transparent communication which correlates with higher level of work engagement and performance of the followers (Gretchen, et.al.2013). A research study on University students and working professional's perception about leader integrity. The results showed that behavioral integrity of the leader increases leader

effectiveness and job satisfaction, work engagement of the followers (Moorman et.al, 2013).

### **OBJECTIVES OF THE STUDY**

The study is undertaken with the following objectives

1. To study the effect of Pranic healing on middle level managers of public & private organizations.
2. To study the Leadership Effectiveness of middle level managers of public & private sector organizations.
3. To evaluate the impact of Pranic Healing on leadership effectiveness of middle level managers.
4. To assess the impact Pranic Healing on the psychological and emotional capability of managers.

### **Rationale of the Study**

Various researchers have studied Pranic Healing, and Pranic Healing related to various diseases. But there is scarcity of studies linking pranic healing and leadership effectiveness. Therefore this study deals with the relationship of Pranic Healing with Leadership Effectiveness.

### **Statement of the Problem**

"Does Pranic Healing Predict Leadership Effectiveness"

### **Scope of the Study**

The study investigated Emotional Intelligence, Stress Management, Risk-taking ability, Optimism, Integrity of middle level managers in Public (BHEL,ONGC,BSNL)& Private(Cello Industries, Eveready Batteries, Grooner India Pvt Ltd, Hindustan Computers Ltd) sector undertakings.

### **METHOD**

The following research methodology was followed for achieving the objectives of the study undertaken.

### **Population**

The middle level managers working in public/private sector organizations served as the population for the study.

### **Sample and Sampling Technique**

Middle level managers working in BHEL, ONGC, BSNL, Cello Industries, Eveready Batteries, Hindustan Computers Ltd served as the sample for the study.100 were selected through random sampling technique.

### **Tools**

For the purpose of collecting primary data for the present study a survey questionnaire for Leadership Effectiveness Scale was designed and validated by the researcher herself in consultation with the experts on the subject. The scale consisted 50 items. Out of which 12 items each for emotional intelligence, optimism, 11 items for stress management, 8 items for risk-taking ability, 7 items for integrity.

### **Data Collection**

Primary and secondary data both were utilized for the purpose of the study. The primary data relating to Emotional Intelligence, Stress Management, Risk-taking ability, Optimism, Integrity collected from middle-level managers of selected public/private sector undertakings. The secondary data related to

information and data obtained from journals, newspapers and magazines.

The reliability of the scale was checked through Cronbach's alpha which is given on table

**Reliability & Validity**

No.of items	Cronback's Alpha
27	.771

The reliability statistics of Cronbach's Alpha is .771 which exhibits that the scale is reliable.

Sending the scale to Management experts tested the content validity of the Leadership Effectiveness Scale. The comments/suggestions received from the experts were incorporated before administering the scale on the target sample.

**Leadership Effectiveness Scale**

The Leadership Effectiveness of Managers was measured through another section of the questionnaire consisting of 50 items relating to 5 dimensions. These dimensions include- Emotional Intelligence, Stress Management, Risk-taking ability, Optimism, Integrity.

**Administration**

The test was administered on sampled managers working in BHEL,ONGC,BSNL,Cello Industries, Eveready Batteries, Hindustan Computers Limited.A

total of 110 questionnaires were distributed. A total 105 questionnaire were received making a 62% response rate.

**HYPOTHESIS**

**Null Hypotheses:-**

1. There is no significant difference in the leadership effectiveness between the participants of experimental and control group before administering Pranic healing.
2. There is no significant difference in leadership effectiveness between the participants of experimental and control group after administering three months of Pranic healing.
3. There is no significant difference between the measures of chakras of experimental and control group before administering Pranic healing.
4. There is no significant difference between the measures of chakras of experimental and control group after administering Pranic healing.

**ANALYSIS & INTERPRETATION**

**Profile of Respondents**

A section of the questionnaire collected information about demographics of the respondents.

**Demographic Profile of Respondents**

Demographic Factors	Criteria	Frequency	Percentage
Gender	Male	86	86
	Female	14	14
Age	21-30	22	22
	31-40	34	34
	41-50	22	22
	51 & above	22	22
Educational Qualification	Graduate	58	58
	Post-graduate	42	42
Income	Upto 20,000	11	11
	21,000-30,000	4	4
	31,000-50,000	31	31
	50,000-75,000	27	27
	Above 75,000	27	27

The table shows that the majority of respondents were male (86%), lying in the age group 30-50(78%), graduate(58%) and belonging to the higher income group.

The statistical techniques like paired sample t-test was used for the analysis and interpretation of data.

**T-test**

**Paired Samples Test**

		Paired Differences					T	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Leadership effectiveness of Experimental pre - Control pre	-.720	22.225	3.143	7.036	5.596	.229	49	.820
Pair 2	Leadership effectiveness of Experimental post - Control post	8.440	19.213	2.717	2.980	13.900	3.106	49	.003
Pair 3	PH_Exp pre tot - Ph Control pre	.0190	4.0546	.5734	-1.1333	1.1713	.033	49	.974
Pair 4	PH_Exp post - PH Control post	2.9690	2.7681	.3915	2.1823	3.7557	7.584	49	.000

The results on the table shows that, there is no significant difference of leadership effectiveness between the experimental and control group before administering pranic healing (t= -.229)(p>.820). Therefore hypothesis No.1 is accepted and it can be

concluded that leadership effectiveness of experimental and control group showed no significant difference. After administering Pranic healing therapy on the experimental group, the results indicated that there was a significant difference of Leadership effectiveness

between experimental and Control groups ( $t=3.106$ )( $p<.003$ ). Thus, hypothesis No.2 is rejected and it can be concluded that there is a significant difference in the Leadership effectiveness of experimental and control group after administering Pranic healing. Therefore we can conclude that the Pranic Healing exercises a significant impact on the Leadership effectiveness of middle level managers of Public and Private sector organizations. Further, the results indicated that the measures taken from the biopulsar reflexology shows that there is no significant difference in the measures of chakras of control and experimental group before administering pranic healing( $t=.033$ )( $p>.874$ ).Hence hypothesis No.3 is accepted as there is no significant difference in the measures of chakras of experimental and control group. After administering Pranic healing therapy there is significant difference in the measures of chakras of experimental group( $t=7.584$ )( $p<.005$ ). Thus hypothesis no.4 is rejected and it can be concluded that Pranic healing has a significant impact on the measures of chakras. Thus, it can be concluded that chakras influence the psychological aspects of Leadership effectiveness including Emotional Intelligence, Stress Management, Risk-taking ability, Optimism and Integrity. Results show that Pranic healing brings improvements in chakras and the enhancement of chakras in turn improves Leadership effectiveness.

#### **DISCUSSION AND IMPLICATION OF THE FINDINGS**

Results indicated that Pranic healing has a significant impact on Leadership Effectiveness of middle level managers of Public & Private sector organizations. The findings of the study are supported by previous research which indicated that Pranic healing successfully alleviates the physical and psychological disorders. It worked successfully on a women patient suffering from stress and anxiety. After one session of Pranic healing she felt peace and calm. (Fillipof, 2006). Another patient had facial paralysis due to stress and anxiety. She was cured with Pranic healing (Molen, 2006). A patient suffering from breathing problem & extreme fatigue due to stress and panic disorder was restored to normalcy with four sessions of Pranic healing (Melare, 2006). Several patients suffering from depression were treated with Pranic healing by various healers. A patient was having severe depression with duodenal ulcer was relieved from her physical and psychological ailments (Dadia, 2006). Another patient of severe depression with audio and visual hallucinations was healed and restored to normal health (Prabhakar, 1999).

Results indicated that Pranic healing brought significant improvements in the measures of Chakras. There can be various probable explanations of improvements in chakras. Crown Chakra brings harmony in life. It develops unconditional love for humanity. It provides clarity, value and meaning to life. When the crown is highly activated the psycho-spiritual functions of the chakra is expressed to a higher degree. Integrity is consistent behavior in adversity, being true

to oneself, doing the right things like keeping promises, being on time etc. For a manager to be successful, he must commit to a set of core values and ideologies. For the middle level managers it is most important because they have to maintain strong social networks with others across the organizations. When a person's integrity has to be higher, the lower chakras also have to be activated to a certain degree. Crown Chakras energy flow to all the chakras as a water fall in turn activating other chakras also. Pranic Healing brought significant improvement in the energy of the crown chakra which is directly influencing the integrity of the managers. Ajna chakra is the centre of higher mental faculty, also known as the 'will' centre. The activation of the Ajna chakra will enhance the higher willpower and enable to regulate the thinking and control the emotions. When the Ajna Chakra is activated the person is endowed with thinking about concepts, complex issues, bring clarity to ambiguous situations. Well developed and activated Ajna chakra enables the manager to take decisions by conceptualizing higher level structure based on factual information. Throat chakra is the centre of lower mental faculty. It is also the centre for self expression, higher creativity, communication and truth and also used to receive and assimilate information. Throat chakra brings clarity of thinking in an individual. Quick decision making is possible with clear thinking. Heart chakra is the centre of higher emotions like peace, joy, compassion, patience, forgiveness, sensitivity etc. When the heart chakra is active the person is having good relationship with others and more compassionate in nature, kind, forgiving, trusting, and nonjudgmental. Emotional Intelligence improves the manager's ability to recognize, understand his own as well as others feelings & emotions. Pranic healing directly increases the energy level of heart chakra which in turns increases the emotional intelligence of the managers.

Work related stress is the major cause of many physical and psychological disorders. Stress creates the imbalance between people's perceived demands and their perceived ability to cope up with these demands (Lazarus, 1995). Activated Heart Chakra brings calm, peace, happiness and joy in an individual. These in turn impact the response of the individual to stressful conditions and stress coping abilities. When there is inner peace and calm, the individual takes appropriate decisions and solves the problem. Even if there is stress the presence of happiness and joy reduces the stress energy to a significant level. When the heart chakra is activated it brings down the stress level of managers. Hence, it can be concluded that Pranic healing brings significant changes in the energy of heart chakra which directly affects the stress coping behavior of managers. Pranic healing brought improvement in the level of optimism in the respondents. Previous research also confirms the finding which concluded that optimism creates belief in the best possible outcomes in the face of uncertainty (Peale, 1956). It enables to capitalize on each opportunity with greater energy and enthusiasm

to achieve success and further it can be concluded that optimism positively affect leadership effectiveness (Chemers et.al, 2000). As Pranic healing enhances the energy of the Heart chakra which is directly influencing the optimism of the managers.

Naval Chakra is the centre for instinct of knowing. Risk-taking is associated with some probability of undesirable results (Beyth-Marom & FischhoV, 1997; Beyth-Marom, Austin, FischhoV, Palmgren, & Quadrel, 1993; Byrnes, 1998; Furby & Beyth-Marom, 1992; Irwin, 1993). Having the capability to take risks effectively could be the key to success to many leaders. It involves willingness to take calculated risks, seeing risks as opportunities to achieve greater profitability. When the naval is active the manager is able to take risky decisions. Pranic healing brought significant improvement in naval chakra which affects the risk-taking behavior of managers.

Swadhisthan chakra is the centre for lower creativity. The person with strong swadhisthan Chakra will usually be energetic and eager for life; have a form of creative expression; enjoy art, beauty, and sensory experience; be able to experience joy; experience emotions without being overwhelmed and open to change. Swadhisthan chakra enables a person to overcome temptation of all sorts. When the chakra is developed, the person doesn't fall prey to temptation which is an important aspect of integrity. Basic chakra is the centre of instinct of survival and connected with safety, security and sense of belongingness to the world. It is the centre of dynamic activities. Basic Chakra converts all the decisions of the ajna chakra into action on the physical level. It is also center for drawing physical resources for completing the activities of the decisions.

The results indicated that Pranic healing brought significant improvement in Leadership effectiveness and measurements of chakras. An improvement in chakras also exercises an influence on the various dimensions of Leadership effectiveness. This has an implication for the management of the Public and private sector organizations to facilitate pranic healing sessions for their managers at different levels, so that the managerial effectiveness can be improved across different departments of the organizations. The results also have implications for the managers for their personal life. As pranic healing sessions will bring improvements in chakras and chakras in turn affects the various aspects of the personality of the individuals.

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