

“ ...Well written, very interesting, and very informative. I must say that behind every sentence there is an ocean of experience ... ”

PADMA SHRI DR BANNANJE GOVINDACHARYA,
RENOWNED VEDIC SCHOLAR

“Dr Mukund offers a profound and philosophical treatise which at the same time has elements of poetry and is eminently practical. The work is easy to read with interesting and useful analogies and metaphors. Dr Mukund reveals himself by drawing freely on his many years as both a researcher and entrepreneur. His introspection about his journey through life provides lessons about success (and failure which, in his terms, really can be viewed as a building block for success). Most importantly, each day he learns more through that day’s experience and self-analysis. Dr Mukund tells us, through the mastery of ten attributes, how continually to learn and, therefore, to succeed.”

DR ALBERT J. SIMONE,
PRESIDENT EMERITUS, ROCHESTER INSTITUTE OF TECHNOLOGY

“Working from personal experience and research, the author brilliantly articulates the innate values which define today’s successful leaders. The inferences from experiences are brilliantly drawn and encourage the reader for real life application.”

CAPT. G. R. GOPINATH,
FOUNDER OF AIR DECCAN, AND CEO OF DECCAN 360

“A fast read, but a powerful guide to success. Looking back on successful people I have known, they all had most or all of these qualities.”

KENNETH RINGLER,
FORMER EXECUTIVE DIRECTOR OF
THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY

“Professor P. R. Mukund’s new book, The DecaTrait Approach to Success, is both profound and classic in its breadth and simplicity of style.... For Professor Mukund the Deca(ten) Traits, leading to success in scientific research and entrepreneurship, arise from a deep spiritual basis that undergirds thought and action. Meditating upon and learning to apply the ten traits to one’s own intellectual and business efforts can lead to success. Besides the theoretical exposition, each section offers case studies to illustrate the theory.”

DR CHARLES S. J. WHITE,
PROFESSOR EMERITUS OF PHILOSOPHY AND RELIGION,
AMERICAN UNIVERSITY, WASHINGTON, D.C.



The DecaTrait Approach to Success



P. R. Mukund

Knowledge. Passion.
Attachment and
Detachment.
Awareness of the Self.
Absorption. Confidence.
Conviction. Balance.
Vitality. Strength.



Professor P. R. Mukund is an engineer, educator and entrepreneur. After working in industry for almost a decade, he joined academia where he has successfully led many industry-sponsored and government-funded research projects. He has supervised the research of over 60 graduate students, chaired many international conferences and was recognized by IEEE as a Distinguished Lecturer. He is also the founding CEO of a successful start-up company.

Resourceful Knowledge
Information - Intellect - Experiences - Processing
Analysis - Conclusions

A strong will is the foundation on which all worthy dreams are built. In turn, the strength of the will power rests on correct knowledge. Often, this knowledge is hidden from view, just like the foundation of a building. Yet, it is the interface between the stable earth and the free-standing structure.

Knowledge can be classified into three kinds: resourceful knowledge, incorrect knowledge, and anti-knowledge. Needless to say, to succeed in anything, what one needs is resourceful knowledge. Even though we often recognize the fact that knowledge can be incorrect, we do not realize that there is a difference between incorrect knowledge and anti-knowledge. Resourceful knowledge is what takes us upwards towards our goal. Incorrect knowledge

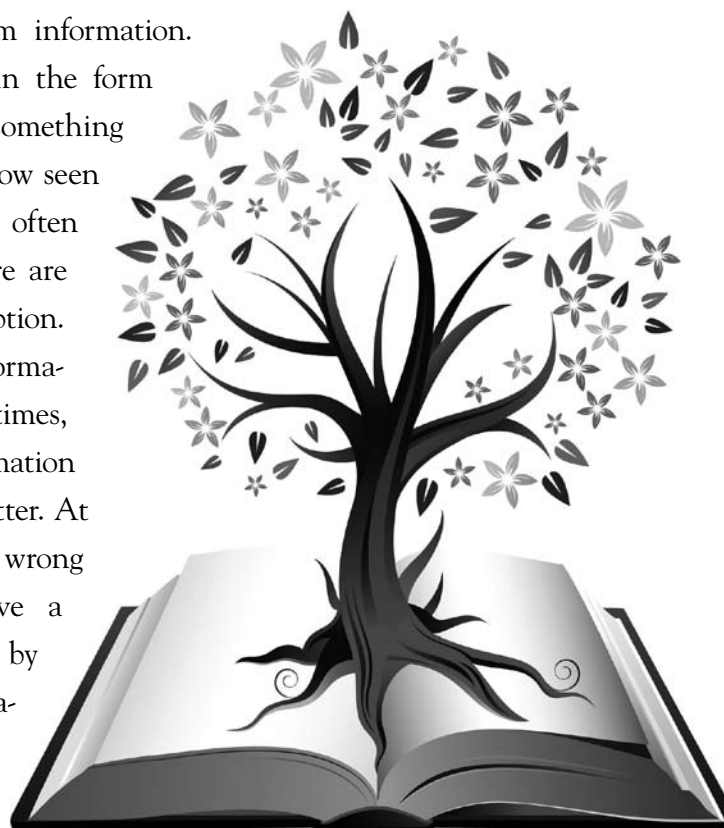
1. Knowledge

takes us around horizontally in circles. But, anti-knowledge which is the worst, takes us downwards and away from our goal.

How does one acquire knowledge anyway? Perhaps, if we understand that process, we can affect the outcome to be the right kind. Or, at the very least, we can discard the unwanted kinds, if only we can recognize them as such. So let us spend a little time in examining how we normally acquire knowledge.

All knowledge stems from information.

The information could come in the form of an article that one reads, something that one heard somewhere, a show seen on TV, etc. This information is often confused with knowledge. There are many pitfalls in such an assumption. To start with, the source of information could be wrong. Sometimes, people give out wrong information because they don't know any better. At some other times, they give out wrong information because they have a hidden agenda that is served by handing out wrong information. This is true irrespective of the media. Or, it may be



incomplete. Partial information could indeed be very misleading. It is also possible that the context is wrong. After all, any information gets its relevance from the context in which it is given. Perhaps something was lost in perception. Words have different meanings to different people, based on their individual experiences.

It is essential to start off by admitting that any information can be incorrect or wrong. Furthermore, the information has to be mulled over a gestation period. This will bring out many flaws and raise questions. Even though questioning everything can trap us into an infinite loop, it is also essential that enough inquiry is aimed at the completeness and authenticity of all acquired information. Rushing to accept all information will only lead to confusion, as contradictions are bound to be embedded in information. This is similar to boiling water to get rid of germs. After all, no one drinks boiling water. Yet, the process of boiling removes all harmful germs. The water has to cool down before it can be consumed. Information cannot be used if one questions constantly. Once the questioning is done and all irrelevant and incorrect information has been eliminated, the information will have to be accepted as useful, or harmless at the very least.

At this point, the intellect has to take over. This would be the application of logic to the acquired information to draw conclusions, which transforms the information to knowledge. The rules of logic come from past experiences. The larger the number of experiences, the better the rules will be. But, at the end of the day, they will always be limited. So one has to be careful in drawing conclusions. Once drawn, we often feel committed to our conclusions, even when faced with opposing evidence, mainly due to our ego getting hurt when proven wrong. The best approach would be to verify that the