About 206 entrepreneurs looking to scale up their businesses participated in the fifth annual leadership workshop conducted by Sadhguru Jaggi Vasudev’s Isha Foundation at its campus in Coimbatore last week. *Mint* is a partner for the programme. Participants heard speakers ranging from State Bank of India chief Arundhati Bhattacharya to Rahul Narayan, “fleet commander” of Team Indus, the only Indian team in the race for the Google Lunar X Prize that requires contestants to send a spacecraft to the moon.

In an interview, Sadhguru, who blends mysticism with pragmatism, talked about everything from inclusive economics to how great leaders don’t take themselves too seriously. Edited excerpts:

**Advice to young business leaders**

If you have a large vision, you will anyway be a failure. But if you are blissed out, it doesn’t matter. If you are really blissed out from within, you will do your best. All your goals are just your thoughts. The only and only reason why people are miserable is (because) life does not happen the way they think it should happen. You have come with no investment. When you leave, you will leave empty-handed. So, now whatever happens, you are in the profit side. What are you complaining about? Extend your thought in such a way you clearly know any-way it will not happen in your lifetime. But the question is—have you set the direction for the next generations to fulfill your dream? Make your dreams so big that you know it will not be fulfilled. Now, it’s only a question of how many pieces of the dream can be made to happen in your life.

**On problem-solving**

There are no problems in the world. There are just situations. Some situations you know how to handle. Some you do not know how to handle. That’s (all) there is. So, if you know how to handle all the situations around you, that means you are not growing, you are stagnant. If you are touching new terrain every day, then every day, there will be something you don’t know how to handle. It’s a good sign.

**On leadership**

If people have to perceive you as a leader, they must think you are great. There is no good leader. First of all, if you think you are a leader, you are just messed up in your head. People should think you are a leader. If you think you are a big success, again you are messed up.

Other people should think you are a success. If the world says you are a success, alright, it’s good for them. But, if you think you are a success, (then) that means you have hit a point from where there is no other way for you. If you don’t take yourself seriously, you will die joyfully. If you take yourself seriously, you will go through a lot of misery.

**On inclusive economics**

How do you run an economy without including everybody? What is the point of such an economy? The people who are creating businesses largely never understand inclusion is expansion. You can either expand by conquest or by inclusion. If you expand by inclusion, you will expand limitlessly and with ease. If you expand by conquest, it all depends till you meet somebody else who is a bigger conqueror than you, and it will happen with too much pain, blood and gore. Corporates should have a brilliant team of people who look at how to make their products in such a way that it will serve humanity. You must learn to look at human beings as human beings, not as markets.