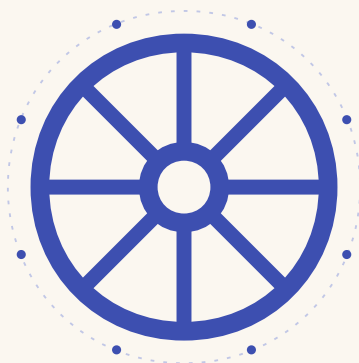


THE DHARMA CODE · FIELD MANUAL · VOLUME 4

The
**Manager
Field Manual**

ANCIENT LEADERSHIP · MODERN TEAMS · ZERO CRUELTY



राजधर्म

*For the Indian manager who was promoted for being good
at the job, and handed a team without a manual.*

GAURAV CHANNAGIRI

DHARMACODE.NET

The Promotion

You were the best on the team, so they made you the manager.

Nobody told you it was a different job. Being excellent at the work prepares you for almost nothing about leading the people who now do it. The moment you became a manager, your job changed from performing to helping other people perform.

The tradition calls that duty *rajadharma*, the dharma of those who hold power over others. The Arthashastra puts it plainly: “In the happiness of his subjects lies his happiness; in their welfare his welfare.” Read “team” for “subjects” and you have the whole job.

TRY THIS TOMORROW · THE FOUR CHECKPOINTS

#	WHEN	ASK YOURSELF
1	Before email	What does my team need from me today that only I can provide?
2	Before the first meeting	Am I walking in to listen or to decide?
3	Before a hard conversation	What is this person’s best quality, and the most generous reading of what they did?
4	End of the day	Did I remove an obstacle for my team today, or add one?

INSIDE THE FULL MANUAL · 46 PAGES

- The Rajadharma Audit: twelve questions that show where you really lead from
- Word-for-word scripts for five conversations every manager avoids
- Twelve AI prompts with a people-data rule, plus six printable worksheets
- Playbooks for first-time, sales, middle, remote and founder-managers

Get it at dharmacode.net

FREE TO SHARE

Forward this to the new manager who needs it before their first team meeting.