



The Four Way Test

Compilation of Real Life Stories

Service is the rent we pay for our time on earth and we will expand Rotary service as we

"Grow more and do more."** We will grow through **"Each One, Bring One."

Your good work will help us serve our communities and help Rotary thrive so we can

***"Serve to Change Lives"**.*

Rtn. Shekhar Mehta, RI President RY2021-22



ROTARY



THE FOUR-WAY TEST
of the things we think, say or do

first

Is it the TRUTH?

second

Is it FAIR to all concerned?

third

**Will it build GOODWILL
and BETTER FRIENDSHIPS?**

fourth

**Will it be BENEFICIAL to
all concerned?**

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The Four-Way Test isn't a tool to judge others

Posted on **January 29, 2020**



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In our contentious society, I see friends who are members of Rotary use [The Four Way Test](#) to support opposing political and social arguments and to criticize the thoughts, statements, and actions of others. I see members with completely opposing viewpoints use the same Four-Way Test to both support their argument and demean others. Rotarians and others are using all forms of social media to share their opinions about perceived violations of The Four-Way Test, causing others to pile on additional comments and insults, all with little thought to how this affects our public image.

Which leads me to this basic premise:

The Four-Way Test is a mirror, not a window

Rotary members should not use The Four-Way Test to look at others but rather to look at themselves in considering the ramifications of a thought, statement, or action. It should not be a *window* through which we look to judge others. It is a *mirror* at which we look to judge ourselves.

The argument I've heard Rotarians make is that if they determine some thought, statement, or action violates any part of the test, it is their duty to declare that thought, statement, or action wrong. I have heard The Four-Way Test used to support any number of topics, some which readers would find hard to support. Yet through the Internet, one can cobble together any sort of argument to back any thought or concept with a plethora of "facts."

I do not believe that is what The Four-Way Test is about. I believe the test is more about how we treat each other than how we measure ideas.

Of course, it is a challenging standard. It's difficult to keep from *thinking* something. But what is more important is how you act on that thought. If you *think* to yourself, "I don't like this person," it becomes a matter of what you *do* with that thought. You can try to dispel it as well as any urge to take some negative action to satisfy your dislike of the person. You can also decide whether you *say* something to that person or tell others what you think.

This is where social media distorts things, because society now seems to embrace negative, vitriolic, or fake comments – as long as the comments agree with our own views. Posting such comments even in the name of The Four-Way Test is certainly not FAIR to all concerned and definitely does not build GOODWILL and BETTER FRIENDSHIPS.

This brings me to the realization that using The Four-Way Test to argue political and social issues is in itself contrary to the test. We must never use the test to support a position while opposing or berating someone else's position. We should not use The Four-Way Test to support or oppose contentious "hot button" issues, to comment on political discord, or to respond to another's comment.

We need to **teach** The Four-Way Test to all of our friends. We don't need to **preach** it. Rotary takes pride that it is a non-political, non-religious organization. That has allowed us to make inroads in parts of the world where governments and religious organizations can't. Let's not sully Rotary's reputation by using these 24 words of ethical and moral thought to tear each other down.



THE FOUR-WAY TEST: GUIDING LIGHT FOR ETHICAL BUSINESS

July 1, 2020



By Rtn. Yogananda S R,
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It was 1987. I had come back from the Sultanate of Oman and running a consumer products distribution company in Bangalore.

An executive from one of my principals sat with me at my office one evening and said "Mr Yoganand, I have been watching the way you are doing business. You are not taking short cuts, you have asked your staff and accountants to follow the government regulations. I would like to invite you to join my Rotary Club. Rotary he said "amongst other things, stands for integrity".

After an induction talk and after attending a few meetings, I was inducted into Rotary Club of Bangalore East in a colourful function in a lovely atmosphere.

After I joined Rotary, I attended all events in the club and District and started understanding this wonderful organisation.

I was delighted to note that Rotary recognises no religion and is beyond boundary restrictions. Integrity is a pillar on which Rotary stands. Its core values were great.

The story of Herbert Taylor and his Four-way test fascinated me, so much so when I became President of my Club, I put up a hoarding of Four-way test in a busy road of Bangalore. I got it printed on a silver-plated plate and gave it as a memento to every speaker at our meetings and gave it to our members on their birthday and wedding Anniversary.

<http://www.rotarymadridcastilla.org/wp-content/uploads/The-Four-Way-Test-Herbert-Taylor-1932-BW2.pdf>



I was the national coordinator and awards administrator for national essay competition on Four-Way test held all over India in schools through Rotary clubs. This project, held for five years, was sponsored by Rotary International District 6400 and Rotary Club of Windsor (1918) Canada.

Many times, in business, I took decisions which would look as though I was not business minded and missed an opportunity to make a better profit. For e.g., there was an occasion when we could buy a product without the taxes but could sell it and make a handsome profit. When this proposal was brought to my attention, I put my foot down and said "No". When you look at it through the prism of Four-way test, it failed on the following counts -

- *Is it fair to all concerned?*
- *Will it be beneficial to all concerned?*

It was not fair to the tax authorities and to other dealers did not have this advantage.

Another incident is etched in my memory.

I was at that time heading the special equipment division of a leading company in Middle East. Global tenders and Multimillion-dollar deals were being handled by me.

I was sitting in front of a top-ranking bureaucrat at an important ministry, who were one of my big customers. He asked me about the delivery of an equipment they had ordered. Its delivery had been delayed because of a problem at the loading port. I was tempted to lie in order to avoid any embarrassment. I steeled myself and told him the truth and explained the reason for the delay. I was apprehensive about our future relations. Surprisingly, in my further dealings with him, he seemed to take my words seriously and treated me with increased respect. At that time, I did not know the four-way test. Now when I look at it, it fulfils the following tenets of the four-way test-

- *Is it the truth?*
- *Is it fair to all concerned?*
- *Will it build goodwill and better friendships?*

One of the great advantages of being a Rotarian is that, It helps you practice Four way test and gives you an opportunity to spread the Four way Test to all- particularly the young minds.

How the 4-way test drove my career successes

August 1, 2020



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In 1974, I joined the Rotary Club of Pimpri Chinchwad, Pune. I was then working in Telco, (now Tata Motors). I was Director Vocational Avenue of Service of my Club in 1980, and we accomplished some creditable work, especially in “Career Counselling & the 4-Way Test”.

In 1981, I got the opportunity to set up and lead a Greenfield manufacturing project at Hosur for Hindustan Motors to manufacture heavy-duty Allison Transmissions and Detroit Diesel Engines in collaboration with General Motors. The Company purchased 250 acres of land for the project. It was termite-infested land with a solitary tree.

The assignment of eight years was a great success. While I have applied & practised the principles enshrined in the “4-Way Test” throughout my career, Hosur was the real starting point.

In the following years, the “4-Way Test” influenced my career, guided my professional decisions and was a significant foundation for some noteworthy business results achieved.

Let me recall my “4-Way Test” journey and show you its all-round results that define success:

- **Harmonious Human Resource Policies:** Despite Hosur’s aggressive and sometimes violent trade unionism, *we did not lose a single day to industrial action* during my tenure at the helm. Most of the factories around us were closed for months (Ashok Leyland, TVS, etc.). Our canteen and toilet facilities were the same for white- or blue-collared. We subsidized conveyance for all employees beyond one km from the factory and structured a well-appreciated, annual employee recognition program.
- **Environment Protection:** In the very first year, we planted 14,000 saplings within the factory. All the empty space in our 250 acres gradually filled with trees. *And the Company has maintained that single tree that originally stood on our land as it was.*
- **Social Development:** We provided a number of facilities for nearby villages, like *a water tank, water distribution system, school building, medical dispensary, etc.*
- **Skill Training Centre:** We established a large skill training centre at the factory. Not only were our new staff trained here, but also the willing *children of villagers (who had sold their land for our factory) were provided free skill training facilities.*
- **Cutting Edge:** *We invested in the latest CNC technology in manufacturing and in a large R&D centre to ensure almost 100 % import substitution. Our factory emerged as one of the most sought-after sources of technical knowhow by all major earthmoving equipment manufacturers, like BEML, Caterpillar, etc.*
- **Sustained Profitability:** Eventually our unit became one of the most profitable units in the group. I have later learned that Mr C K Birla decided to sell most of the automotive factories for strategic reasons, but *retained this unit in great part due to its sterling results and continued profitability.*

- **International Quality Standards:** Not only were our factory & office buildings designed to world class standards, we also *matched the productivity and quality standards of General Motors in Detroit*. Our collaborator often acknowledged this culture of excellence. Right from the time of project planning, I insisted that we implement open offices and also *design the building with views of the natural green environment for every employee!* We appeared in many industrial and architecture magazines, both in India and the USA.
- **Team Work:** *I am most proud of the Team (with a capital “T”!) that I put together and the teamwork across the entire organization, which even proved to be the envy of our neighbours—like Ashok Leyland, TVS, Titan, Ion Exchange, etc. The climax actually came on my last day at the Company. The Team arranged a “guard of honour”, which was presented by the security staff in the presence of the entire workforce at the gate as I was leaving. This short moment is a priceless memory. It made me emotional and moves me even today, I cherish it so much.*

Let me share two of the many instances when I used the “4-Way Test” successfully.

Case Study 1

In 1986, the Hosur Industrial Area was witnessing violent trade unionism. About 20 factories, including TVS & Ashok Leyland, were closed. Outside activists were forcing the HM Union as well to go on strike. I intervened to meet with our Union leaders to drive a discussion using the 4-Way Test:

1. They agreed on the **truth** that within the factory they didn’t have issues and were satisfied.
2. I shared with them that we had received a prestigious order from Bharat Earth Movers (a national defence unit) and asked if it would be **fair** to not honour our contractual obligations. Not keeping our delivery commitment would jeopardize future business.
3. In the hostile industrial situation, if we on the other hand honoured our commitments, we would build a **better relationship** with the customer, ensuring future orders.
4. That our not joining the outside strike would **benefit everyone**: *our workforce, our customer, and the Company and its business results and image.*

It was a long meeting lasting over 3 hours. But our union agreed not to strike work.

Case Study 2

In 1983, while arriving at work one day, I noticed about eighty women and children crowding our gate. They were requesting our security to allow them to draw water from the factory, since other villagers had denied them water from the common source due to their caste. Again, I based my solution on the 4-Way Test:

1. I asked our HRD manager to check. It was found to be **true**. The local leaders argued there was scarcity of water. But the well belonged to someone from a higher caste, who had barred the Dalits from using it.
2. Despite the fact that we had not yet turned a profit, I agreed to invest in a bore well, a tank and 12 taps for the villagers, provided everybody water irrespective of caste, creed, colour or gender. Some initially resisted, but eventually everyone agreed. My proposal was clearly **beneficial** to all.
3. It helped establish some **fairness** in a long-standing social injustice.
4. Our effort cemented bridges of **friendship** with the surrounding villages, creating immense public **goodwill** for our Company.

The “4-Way Test” provides a tested, trustworthy decision-making template to deal with any significant challenge that business, and indeed life, throws our way.

I’m sure you’ll find it invaluable, both as a moral code and an actionable framework. Try it!

A project of Integrity & Ethics Committee (Vocational Service Avenue – 2020-21)

The intent and meaning of Four-Way Test

August 15, 2020



Rtn. H.K.V.Reddy

District Governor 1992-93

*Recipient of Distinguished Service &
Service above Self Awards from Rotary International*

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The 4 Way Test of the things we think say or do is one of the hallmarks of Rotary. Since it was developed by Herbert J. Taylor, in 1932 a Chicago Rotarian who became the President of Rotary International in 1954-55 it has never ceased to be relevant.

Its four brief questions are not based on culture or religion, instead, they are a simple check-list for ethical behaviour. They transcend national borders and generations. As Rotarians, we should have The Four-Way Test at the back of our minds-if not the front-in every decision we make, all day long. As we go through our lives at work, at home, and in our communities, we must be conscious of our responsibilities as Rotarians to speak the truth, be fair, to build goodwill and better friendships, and always try to do the best we can for ever when we encounter. We must also make it know that we will not compromise our ethical standards. Hanging The Four-Way Test on the wall for all to see sends a clear message that Rotarians are people of integrity who care.

To speak of ethical standards of a Rotarian is an insult, for they are imbibed in the Rotary Members. Any Rotarian can excel in his performance under Vocational service provided he is exemplary in his own vocation. Exemplary does not mean financial success in once own life or reaching high rung on the ladder of social hierarchy, but in Rotary terminology it simply means honesty, integrity, compassion and fellow feeling. If these virtues are possessed by Rotarian he will excel in his own vocation. Poor people are chained for their work. Any work they do is dignifying. We have failed to dignify the lives of those who makes our lives happy. Rotary can help somebody to lead a happy life. Our job is to give all these poor people a respectful and dignified life and this is the Noble meaning of Vocational Service.

The 4 way Test of the things we think say or do are:-

- 1) Is it the truth?
- 2) Is it fair to all concerned?
- 3) Will it build good will and better friendship
- 4) Will it beneficial to all concerned?

For example I am a Lawyer, my client comes to me and says that he has hit his wife with club when he saw that she was sleeping with somebody else. She died and he had no intention to kill her. He comes and pleads to save him.

Should I submit the judge that my client has killed his wife and sentence him to imprisonment?

Second example – one girl becomes pregnant without marriage and she gets the pregnancy terminated by a Doctor. Later after one year her marriage is fixed with someone and that person somehow comes to know that she had become pregnant earlier and has gone to a Doctor and enquires the truth of the matter.

Should the Doctor give the truth?

Third example- is that a person commits theft of jewels in a village and runs away. The villagers having come to know of the theft chase him to be caught. One Swamiji (monk) sees that the thief is hiding in a bush.

The villagers enquire Swamiji about the thief and if Swamiji were to speak the truth?

Even if it is TRUTH, unless the other three TESTS answer positively one should not speak the truth and of course it is our mind to take a decision.

This is the meaning of 4 WAY TEST.

The Four-Way Test is not a rigid process. Be creative and consider flipping the order of the four questions. Below are ideas for using The Four-Way Test and conflict transformation concepts for constructive change without violence.

- Will it build **GOODWILL** and **BETTER FRIENDSHIPS**?
FELLOWSHIP. Rotarians are known for being sociable and building relationships. Ensure the process is civil and there's a feeling of respect and openness to ask questions that can lead to creative and innovative solutions. Discuss and agree on desired outcomes.
- Will it **BENEFICIAL** to all concerned?
EMPATHY. Have an open mind and a curiosity for new ideas, novel applications and different point-of views. Consider many options and build on different ideas. Come to mutually beneficial solutions that are sustainable and scalable.
- Is it **FAIR** to all concerned?
ACCOUNTABILITY. Keep in mind both the Golden Rule and the Platinum Rule. Identify and include all interested and affected parties. Try to understand the other point-of-views in the context of conflict and reaching shared goals.
- Is it the **TRUTH**?
TRUST. From the Rotarian Code of Conduct, act with integrity and high ethical standards. Acknowledge and define the problem including the root causes. Collect information and apply critical thinking by asking questions to identify the difference between facts, beliefs, assumptions and opinions. Moreover, be a trusted problem solver.



Rtn. Dennis Wong, Co-Founder of the Rotary Action Group for Peace and member of the E-Club of World Peace: Reproduced with his permission & blessings.

<https://rotaryserviceblog.org/2019/02/27/a-creative-look-at-the-four-way-test/>

4-way test: Compassionate communication of Truth

September 1, 2020



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Herbert Taylor enunciated the 4 Way Test as he pondered over reviving a bankrupt Company. Over the years, Rotary has discussed its relevance across various professions.

Upon receiving an invitation to write a piece about my experience with this important heritage of Rotary, I almost declined as I could think of nothing interesting! Then, a few moments of contemplation followed. I realised that it would be really interesting for me to elucidate complexities of the very first statement of the 4 Way Test. **Is it the Truth?**

Having worked in the field of palliative care for over 25 years, dealing with people who are dying, I have faced a myriad of situations when I have got stuck with “the truth”. The biggest challenge in truth telling is when one has to convey “bad news” about a diagnosis of serious, and often, incurable illness.

Truthfulness is a fundamental moral value in society, essential for harmony. In the context of healthcare, every person has the right to be honestly told about what is happening to him, more so if there is a life threatening or limiting situation.

Is it that simple and straightforward? Actually, NO! Let us take a common scenario.

65-year-old Mr. A, has been diagnosed to have cancer of the stomach. The plan is to attempt chemotherapy before surgery, though the possibility of significant improvement or cure is faint. The family insists that the doctor does not tell the diagnosis to the patient, but that the chemotherapy begin. This is referred to as collusion.

Ethical Principles of truth telling

Let us look at some ethical principles that influence truth telling.

Utilitarianism is a tradition of ethical philosophy, enunciated in the 18th Century and 19th Century. It advocates action that fosters happiness for the greatest number of people. If an action does not promote happiness, then it is wrong.

Deontology emphasises the moral worth of the act, rather than its consequences. Being truthful is of the highest moral value and withholding the truth is unacceptable, whatever be the consequences.

Beauchamp and Childress described four major ethical principles of healthcare that are used extensively; *Patient autonomy, Beneficence, Non maleficence and Justice.*

Patient autonomy gives the patient the absolute right to decide what information he wants and what treatment he will take. Beneficence is that every action must do good to the patient. Non maleficence stresses that one must not do harm. Justice refers to proper utilisation of resources and access to necessary care, irrespective of financial or social status.

Let us apply these principles in relation to the clinical scenario mentioned above.

If we applied the principle of *Utilitarianism*, telling the truth would have ultimately helped the person to understand his condition and address the myriad of issues confronting him. But, an opposing view would claim that it would cause unhappiness to many, and hence withholding information is justified!

Using *Deontology*, one must be truthful, come what may. And with *Beauchamp and Childress*' principle of patient autonomy, it is the right of the patient to be told his diagnosis.

Beneficence and non-maleficence follow logically, while Justice ensures that truth telling will facilitate referral to appropriate palliative care.

It has been my experience that doctors do withhold information about the diagnosis or the seriousness of the illness, having succumbed to pressure from the family. The intention is to protect the patient from the bad news and permit continuance of hope. It is very common for the family to insist on being told the situation first and then they would decide. This is a cultural issue, India being a collectivistic society, where the family plays a very large role.

The result of the collusion can be disastrous, taking a very heavy emotional toll on everyone. One lie leads to another, and ultimately, there is great distress in the family.

Breaking the collusion, most times, results in a sense of great relief to all concerned. It is ideal to prevent collusion at the very beginning, by being empathetic to the family, validating their fears and supporting them. Dealing with the collusion that happened is much more difficult.

It may surprise you that about a quarter of patients getting admitted to our cancer hospice Karunashraya are unaware of the diagnosis or prognosis. It is a very difficult task for our team to negotiate with the family, explaining that this collusion will be detrimental to the overall peace and tranquility in death that we all desire.

The example that I gave is about a person who would not live too long. But what about people suffering from severely debilitating conditions like Motor Neuron Disease or Multiple Sclerosis, where the trajectory is long, and not revealing the truth in time would be a terrible mistake with enormous suffering for everyone concerned?

Let me share a personal story. Some of you may know that I suffered from kidney failure and, over 5 years, was very sick and underwent three kidney transplants, major complications of the second transplant, and finally, bilateral total hip replacement due to complications of the steroids that I had to take.

My wife was my first donor. In spite of the highest success rate for such donations, the graft kidney packed up within a few hours. My team was devastated, but did not reveal what was happening. Two weeks later, they went in and threw the now dead graft kidney into the dustbin!

They were offering me "hope", trying to "protect" me, but more importantly, coping with the frustration and anger of the unfortunate and unexpected outcome. The tsunami of emotions that my family, friends and I went through was unimaginable.

Handling collusion in our society has been a great challenge. It requires enormous compassion, patience and skill. Ignoring the fears, frustration and other emotions of the patient leads to missed opportunities to make the parting less painful. It takes away the dignity of death.

A compassionate statement of the truth will ensure fairness for all concerned, will be beneficial to all concerned, and most certainly build goodwill between the patient (and family) and the medical fraternity involved in the case.

If the "Truth" is revealed in a compassionate manner, the other three "Tests" of the 4 Way Test will be very easily satisfied!

A project of Integrity & Ethics Committee (Vocational Service Avenue – 2020-21)

September 16, 2020



Rtn. Madhura Chatrapathy

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Is the Four Way Test a Rotary Anthem? One may call it so.

It was created in 1932 by Rotarian Herbert J. Taylor when he was asked to take charge of a company that was facing bankruptcy. ... Adopted by Rotary in 1943, The Four-Way Test has been translated into more than a hundred languages and published in thousands of ways.

A tenet of ethical practice, ever so simply put

Of the things we think, say or do

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it build GOODWILL and BETTER FRIENDSHIPS?
4. Will it be BENEFICIAL to all concerned?

To me it is a touch stone that builds **courage of conviction**, even in the most challenging situation; as much in standing up to ones values, however mighty may the challenge.

It is well known that my classification is food processing, I set my food ingredients industry Food Associates Bangalore about 40 years ago!

I have been an active member of the Association Food Scientists and Technologists which also meant being related both to CFTRI and the Defense Food Research Laboratory, Mysore. DFRL conducts research and development of technologies and products to cater the varied food challenges for the [Indian Armed Force](#). One of their earliest noted achievements was making special food for Antarctica expedition. These are generally dehydrated foods, which very light in weight as they carry it on a back strap. It needs to just to be boiled in hot water.

Though they had developed excellent products based on their research and the technologies however the technology was being closely held, since it related to defense forces. I happen to

meet the Scientific Adviser to Defence. I shared with him my concern, with the current laboratory level production, DFRL cannot cater to large troops. Secondly, these are not technologies for making special weapons or other defense related products. Above all, such ready to make products could be used by sports persons, people on expeditions etc. Why not offer the know-how openly.

Thus I took the know-how from them. Subsequently tender was floated for supplying huge quantities of one day meal packs to be carried as a back pack by soldiers.

The recognized manufacturers with DFRL went for tender. They manufacture and pack the foods as per specification. The entire quantity is kept in a storehouse. An authorized officer is sent by the authority to draw samples and seal the place. Once it is tested and approved, it is dispatched. To my utter shock, we got a notice to say that our consignment was rejected, as we had used Cashew, instead Almond in the Suji Halva. This product was a small part of the huge consignment. It meant stupendous loss.

I verified the tender notice also checked and rechecked the tech transfer matter. I realized where the problem was.

I took a flight next day to Delhi, I sought an appointment with the General, who was the final authority. I sought his understanding, explained to him the mistake was in the tender notice. While giving the demonstration they had used cashew in Suji Halwa, in the tender instead of cashew, almond was listed.

Since the demo was with cashew, we had used cashew. He said “Young Lady, don’t ever find fault with Government. Just write a letter to the Chief so and so, mentioning that - We have used cashew instead of almond. Cashew is not inferior in nutrition but slightly less in price. We are willing to provide a discount. Just hand over the letter to his PA and leave the place. I did it all diligently. . We were awarded the tender at 1% discount.

My conviction was not to communicate in writing, but to meet in person the concerned, to let to know problem. Otherwise there would not be an instantaneous official action.

You will agree courage of conviction stemming from Rotary’s 4-Way Test, the tenet of ethical practice stands.

From Rotary Leadership Institute Files: Since the early days of Rotary, club members have exchanged ideas and experiences. This helped improve their business and professional knowledge and helped them become aware of the human contradictions and ethical problems which everyone in business must face. From such searching and exchanges came The 4-Way Test and the first Rotary motto, “He Profits Most Who Serves Best.” An informal and helpful approach to problem solving is the case study approach as the basis for discussion. Discussion of these problems produces a lively exchange of opinion which both informs and inspires the participants. Hundreds of Rotary clubs have used case studies in club meetings.

October 1, 2020



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I come from a family of traditional scholars and teachers and our house was almost like a GURUKULA where a number of students of all age groups came in every day. The concept of respecting others, sharing and being courteous to everyone was seen and imbibed by me right from a very young age. Two very simple statements “**Sathyam Vada**” (always tell the truth) and “**Dharam Chara**” (follow the righteous path) were taught to us to be incorporated at all times in all our actions. They have remained as core values with me throughout.

It was some times during the beginning of July 1997, that on a Thursday evening, one of our managers sought permission from me to leave a little early, as he had to attend a Rotary meeting. Out of curiosity I asked him as to what they do there. He shared his experience and said, “Sir, with your service attitude, you are a right person to join Rotary”. He invited me to go and meet his Club leaders and then take a call. It was a real surprise when I met some of my school mates and college mates (with whom I had lost touch for many years) there and my decision to join was instantaneous.

The “Four-way test” undoubtedly is the most inspiring lesson that I have learnt in Rotary. I could very easily relate it to the core values that I have imbibed from the childhood and it is the universal expression of the same. In just 24 simple words, a universal mantra to be used in all human endeavour is stated and is relevant for all times and age groups. Perhaps it is the Four-way test that puts Rotary as a class apart among all service organizations.

One of my keen desires was to teach the Four-way test to a large number of school children. We achieved this when I was the Club President, (2005/06) by distributing more than 50,000 specially designed note books that not only carried the Four-way test in both Kannada and English versions, but also had topics for an essay competition. Nearly 1000 children from various schools across our District participated and came up with unique views about the Four-way test. This project has given me immense satisfaction and happiness.

Four-way test has also come to our rescue in handling many tricky business situations. We are a marketing group working with many MNC’s as channel partners. We have Head office at a particular location and a branch/stores in different location where all goods are received and

stored. Both of them are registered with the tax authorities and all invoices carry both the addresses. During 2005/06, one of our principals introduced a new software and while entering our company details, only our HO address got included in the invoice format. No one noticed it for nearly a year, as the products were being delivered to our stores only (may be by practise). When we went for our assessment, the officer concerned noticed it and termed it as an offence. Two options were suggested. Either he would intimate all customers who had availed EXICISE benefits that it is invalid and thus all of them would debit that amount to us (which was running in to several lakhs) or he would close the issue if we are ready to come to a compromise and pay around 25% of the value involved to them. I applied the Four-way test and got convinced that we were not guilty as there was no monetary gain involved and no mala fide intentions. It was an unintentional technical error. We refused to take the easier route and took up the case with higher authorities. There were many hurdles and business losses but we came out victorious. In fact, some of the Rotarians from the taxation department guided us in this.

Even while handling many service projects, I have been faced with situations where a simple compromise would not only save time but also funds. One such instance is the introduction of GST in 2017. We had applied for a Global grant to support Schools in 2016, using the old tax rates. Our grant got approved in early 2017. When the new tax system got introduced it made a big impact of nearly 12 to 15% on the costs. Some vendors were ready to even back date their invoice to save costs. The total project cost was nearly 1.27 crores and the impact were substantial. However, as Rotarians we were clear that no short cuts would be acceptable to save cost or avoid taxes. Another instance of the Four-way test guiding us to the right path.

Our commitment to Four-way test was put to test in a very peculiar assignment given to us by TRF. One of our Past District Governors, called me one day and requested me to join him for a visit to Tirupathi to see Lord BALAJI, and on the way, he wanted this team of four people to make a surprise visit to three Foundation funded grant projects. All the projects were very useful community service initiatives, but only on paper. In reality, they were being run as commercial ventures bringing funds to the people who had initiated and established the project. In one of the project sites, they even sold the products to us not knowing that we were from Rotary and had gone there for evaluation! A difficult call, but we had to not only set right the wrong doings, also save the projects to ensure support to the needy without costs. The Four-way test defined the frame work in this decision making.

Be it a day to day general transaction, business or service, the Four-way test is a **constant companion** that acts as a moral guide and helps us to the right path. Its usefulness and importance are immeasurable. It is both an “OORUGOLU” (walking stick or support) and a “DAARI DEEPA” (guiding light)



Rtn. Dr M V Ravikumar
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Socrates (470-399 BCE) was a scholar, teacher and philosopher born in ancient Greece. His Socratic method laid the groundwork for Western systems of logic and philosophy. Socrates thought that persons must ask themselves the following questions before they say anything:

1. Am I sure that what I'm going to say is true?
2. Am I going to say a good thing?
3. Do I really need to say it? i.e: is it useful?

This *Triple Filter Test* is an excellent guide, both for what we are going to say and listen to. Perhaps, it could be represented pictorially as well. *Truthfulness, Goodness and Usefulness* thus form a set of parameters that represent healthy and constructive communication.



In 1932 Rtn. Herbert Taylor took over the management of Club Aluminium Company that was facing bankruptcy. Perhaps he had a good understanding of the Triple Filter Test and hence developed the Four Way Test for all his employees to follow in their business and professional lives. He said, of the things we think, say or do, the following questions have to be answered first:

Is it the TRUTH?

Is it FAIR to all concerned?

Will it build GOODWILL and BETTER FRIENDSHIPS?

Will it be BENEFICIAL to all concerned?

This twenty-four-words *Four Way Test* became a guide for all functions of business – production, sales, advertising, dealing with customers and vendors and survival of the company was credited to this philosophy.

I joined Rotary Bangalore Koramangala in the year 1988 on the invitation of my good friend late Rtn. G. Ramanand who was then working with Indian Tobacco Company. The club was just two years old and was meeting at Hotel Taj West End. I was often traveling abroad on business during 1980s and 1990s apart from being active in Electronics Industries Association holding key positions. Hence, I was not very active during first few years of my Rotary life. However, I was visiting clubs in Europe, Sri Lanka, USA and enjoying camaraderie of Rotarians.

It was during 1997 I started actively participating in service projects of the club when I became the Director for that avenue of service. However, it was during the Rotary year 1998-99 when I was the Secretary of my club, I started knowing more about Rotary - its object, club by-laws, Four Way Test, etc. It was in July 1999 I applied the Four Way Test when I was caught up in a situation that made me to ponder a lot about the actions that I had to take for my future.

Being President Elect during the Rotary year 1999-2000, I had to take the mantle leadership of the club from 1st of July 2000. On 10th July 1999, I got an email from my only brother (who was a bachelor) working at Pohnpei, Federated States of Micronesia. He was seriously ill and planned to return home. When I brought him back home, he was diagnosed with Stage-4 cancer of esophagus and stomach. Knowing the seriousness of the problem, I was wondering whether should I take up leadership of the club or even continue with the business that I was managing.

I went through the Four Way Test and tried to answer all the questions in the best possible manner:

The truth was: the life of my brother is important but at the same time, I was responsible for the business involving several stake-holders.

I convened a meeting of all my immediate family members and told them about the situation. My wife who was working as lecturer in a college decided to apply long leave and assured that she will take care whenever I had to travel on work. My sisters said they will take turn to be in the hospital.

I convened board meeting of the company of which I was one of the Founder-Directors to inform that I may have to resign in view of the situation and was ready to hand over the responsibilities progressively to another director.

As I was turning fifty in 2000 and had planned to do fifty service projects when I take over as President of the club, I decided to continue in Rotary for the benefit of the community at large.

When I look back, I am really amazed at the power of this Four Way Test; looks so simple, yet very powerful! No wonder it was adopted by Rotary in 1943, translated into over hundred languages and published in thousands of ways!

Having opened with the communication frame-work developed by a Greek philosopher, let me conclude with a verse from Manu Smrithi:

satyaṃ brūyāt priyaṃ brūyāt, na brūyāt-satyam-apriyam |
priyaṃ ca nāṅṛtaṃ brūyād- eṣa dharmāḥ sanātanaḥ ||

Manu-smṛti 4.138

Speak words that are truthful and pleasant, not unpleasant truths nor pleasant lies. This is the eternal dharma!

A project of Integrity & Ethics Committee (Vocational Service Avenue – 2020-21)

4-Way Test, Truly Altruistic

November 16th 2020



Rtn. Srikanth Chatrapathy
RI District 3190 Governor 2006-07
**Recipient of Service above Self Award and
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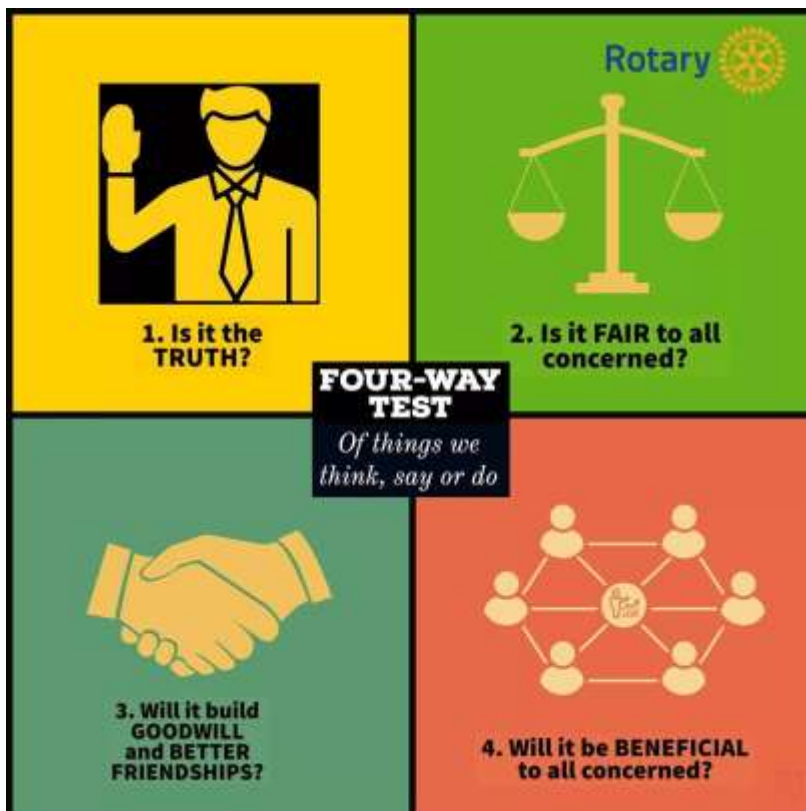
Call it far sightedness or the ability to dare and experiment, Herbert Taylor turned around a losing company, by asking himself some practical questions, without visualizing that it would become one day successful business Mantra.

That was in 1932, the 4 test legacy

The 4-Way Test

Of things we do and say

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it build GOOD WILL and BETTER FRIENDSHIPS?
4. Will it be BENEFICIAL to all concerned?



My father's credo perhaps was entrenched in such a thought and action totally. Many times I have experienced it.

I recall vividly some instances that has left strong imprint in my mind. As a kid I had gone with my father, mother, sister and friends to Dussera exhibition. He took us to merry-go-round. We were standing in the queue with valid tickets, but we did not get our turn, out of turn others were being let in. My father Rajamannar went up to the merry-go-round, stood in the middle of the path of the wheel, did not budge until the people in queue were let by turn.

The other instance was when I was studying in St Joseph's College, one day some of us friends decided to go to an adult movie at Imperial Theater. I told my friends that I will call home, take my father's consent, but my friends were skeptical that he would say no, then they would also miss, 10 of cliqued enjoyed such a break always . But when asked my father, he said 'You know the best, if you are confident that you will not be diverted from the studies you may go. My friends were overjoyed.

This is no new story, you would have read it too. A quick recap. I got on to the bus, no place to sit. A seat became vacant. The next person could have easily sat He offered me that seat.

Next stop. Same thing happened. Again he gave his seat to another person. I was observing him... this happened in our entire bus journey.

When asked why he was giving his seat to another every time? His interesting answer "I haven't studied or have much money. I have nothing to give, this is the only thing which I can do for others, easily. So I do this every day".

When I gave you the seat, you said thank you. I felt very happy. Doing something for someone, I do this every day and go home refreshed & happily.

He taught me a lesson that day. I started to examine myself by bowing down in front of him.

“How easy it is to be rich from within?” God must have taught this angel this splendid lesson.

I felt he spelt the 4 Way Test.

The testimony of 4 way test is exemplified in day to day life.

Four way Test Inspiration for Projects

December 1st 2020



Rtn. Harikrishna Holla

President 2006-07

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India *

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An elderly gentleman aged about 80 years and another person aged about 50 years walked into my office during the month of November 2006 and appealed for donation to an Organization called DHRITHREE which is catering to the needs of Children with multiple disabilities. I was curious to know about their activities and perused their brochure. After going through their brochure I asked them what they expect from Rotary. Incidentally I was the president of Rotary Orchards Bangalore during that year. They told me they have purchased land measuring six acres at Dabuspet, near Bengaluru and they intend to construct a school for children with multiples disabilities in their property to cater to the needs of children with multiple disabilities around that area who does not have access to any kind of education due to the fact that the parents of the children cannot afford to provide them special education which they need due to poverty.

I gave serious thinking to their proposal and informed them that Rotary will take up the project. In coming days I called the Board meeting and requested the Board members to approve the project for construction of school for the children with multiple disabilities and the proposal was instantaneously approved by the Board, though there was initial apprehension that huge amount required for the project and club may not able to raise the fund. Therefore the next task was raising funds.

We organized a musical programme with dinner in a Five Star Hotel and we were able to rope in many sponsors and could raise funds to the tune of Rs.5 lakhs. I requested my daughter who was an engineering student then, to give couple of dance performances and she readily agreed. Musical programme was a grand success.

We had already started construction of the building with donations from the members and club funds. Ultimately the building was completed by September of the next year. Fortunately, we were able raise nearly Rs.12 lakhs for the completion of the building which has Rotary wheel logo prominently engraved on the building. **Thus School for children with multiple disability became a reality.**

I was full of joy as **I passed Four Way Test with the completion of the project**, which now caters to nearly 50 children with multiple disabilities and train them to live on their own with little skills they have acquired from the School from specially trained teachers.



The elderly gentleman who was in December of his life was none other than Shri Champaknath the Managing Trustee who is not amongst us at present. He inspired in me the spirit of **GIVING BACK TO SOCIETY** which many of Rotarians have inculcated and therefore today Rotary stands for service to community and millions of Rotarians are making this world a better place for living.

A project of Integrity & Ethics Committee (Vocational Service Avenue – 2020-21)



PDG Rtn. Dr Prithvi Raval
*Recipient of Service above Self Award from Rotary International,
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‘Sanathana dharma’ of Hinduism, has the 4-way test embroiled in it since ages. In the ‘eternal’ teachings and the mythological narrations in Ramayana and Mahabharata, we can see plenty of examples of its applications. Ethics and integrities were maintained by Rishis of the day who were the leaders in the rich knowledge.

Rotary started in 1905. At the about the time the Boy Scouts movement began in 1908 in England and in America in 1910. It prepared the youth for life. “Once a scout always a scout” is the slogan, taken by them. “On my honour I will do my best to do my duty to God and my country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and *morally straight.*” It is interesting to note that many of the RI presidents belong to the Scout movement.

In the 1940s, when Rtn. Taylor was an international director of Rotary, he offered the Four Way Test to the organization, and it was adopted by Rotary for its internal and promotional use. It was necessary for organizations to have fixed goals to work towards it honestly.

The four-way test has been promoted around the world and is used in myriad forms to encourage personal and business ethical practices. Taylor gave Rotary International the right to use the test in the 1940s and the copyright in 1954. He served as the Rotary International President in 1954-55.

The basis on which we are invited to Rotary, is because of the ethical & business practices we have had, & that we are individuals of good standing and a have concern for our community. Rotarians are classified by their different vocations when they join a Rotary club.



*The **Four-Way Test** of the things we think, say or do is a **test** used by Rotarians world-wide as a moral code for personal and business relationships.*

This diversity of men and women, add to the range and assortment within the club and hence the reachability of different vocations for the common goal of 'doing good'. This is a very important factor special to Rotary. It is a boundless resource when dealing with various challenges that we come across and the 4- way test plays an indelible role in the tasks we take up.

As PDG Martin Postic Jr. of District 5750 puts it; "The Four-Way Test isn't a tool to judge others, it is a mirror not a window". We need to teach The Four-Way Test to all of our friends. We don't need to preach it.

When I joined the Rotary club of Bangalore in 1976, there used to be regular discussions on the 4-way test by our club leaders. I remember our PP Rtn. H.C. Ramanna who used to take a lot of interest in this matter. He used to put-up case studies to the group and members would evaluate it with pro and cons. Debates and essay competitions have also been held amongst the schools going children. Hopefully these tests would be 'embedded' for a future use in their own lives.

Growing up as a 2nd generation Rotarian, our family was introduced to the 4-way test from my teen years. As Annets we have played skits produced by our club playwright Rtn. P.I. Joseph. My father had kept the logo prominently on the showcase; a constant, gentle & a subconscious reminder. Growing up with the 4-way test and the scout laws seemed to be a restrictive at that time, but little did you realize that it will keep you out of trouble to a large extent! With 60 years of Rotary in the family, these 4-way test values, tally with our ancient scriptures.

In my Rotary leadership at one time, a large application for a 3-H grant was made with a lot of encouragement from few influential people. However, in my view, the grant was not conforming to TRF requirements, but the application was sent. When the Rotary Foundation called me at a later date, I told them my views, and grant was cancelled. I got congratulatory note from RI saying that I upheld the foundation values and integrity.

Rotary clubs should be encouraged to create more awareness of the 4-way test to the youth. It will come up to their expectations later on in their life. The whole test is REVELANT today to any club for their projects and internal wellness, and yes including the fellowship groups. Thanks to the 4th rule which states "Will it be beneficial to all concerned"!

January 1st 2021



Rtn Wg Cdr DP Sabharwal, Veteran

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Dharam belonged to a large joint lower middle-class family. He finished senior secondary school examination with excellent marks and secured a seat in a reputed engineering college in his hometown. However, his father could not afford the college expenses, so Dharam was told that at best, he could go for a normal graduation in an arts college. The engineering college management did not want to lose him, so they came out with a workable solution. He was admitted on the premise that once he gets a scholarship his tuition fees would be covered and in case, he failed to get the scholarship, he could be withdrawn. He won the scholarship and continued his studies. The scholarship amount, however, was not sufficient to cover other expenses of books, stationary etc. Those days education loans were not available, so his father got a loan from the bank in his name. Dharam finished his engineering with good marks and got a job in a private concern and started paying the loan instalments.

After a year, Dharam got selected in the Indian Air Force. The whole family and well-wishers were elated at the way a good opportunity came his way whereby, he became a gazetted officer in the Government of India. After the initial phase of six months training, when he came home, everyone was mighty pleased to see him in uniform. Dharam, however had another reason to be happy. While under training, he had come to know the policy of his state government as per which 'if an individual from a family joined any of the three defence forces in any rank, his loan would be waived-off. (up to a certain limit of course).' Dharam was entitled to complete loan waiver.

He went to the bank, collected the requisite form, filled it up and attached the certificate that he was an officer in the Indian Air force that he had brought with him from his commanding officer. He then went to his father, explained the scheme to him and said, 'with one signature of yours, the loan would be waived-off. You please sign here.' The father refused to sign!

Dharam could not understand the reason for his father's refusal. When he politely asked, his father replied, 'While taking loan, I had signed an affidavit that once

my son starts earning, we shall repay the loan. How can I go back on my word? The loan has to be paid back.'

'But Bauji, the government is waiving-off the loan. We are not asking for it.'

'The government is not doing so on its own, we have to ask for it. I must make a request to the government, which I will not do.'

'But why not. What is the harm in making a request? By doing so, I would be relieved of the burden of paying almost 20 percent of my salary as loan instalments for the next four years.' Dharam put up his point of view with due respect.

'Because in doing so, I would be dishonouring my commitment I made while availing the loan. Now that you are earning and, in a position to repay, why should I request the government to give a relief from paying the same. No son, I am not going to do it. You would have to honour the commitment I made.'

Dharam had great respect for his father, his honesty, ethics, and integrity. However, now he was at a loss to understand his father's stand. He felt bad but could not do anything. He repaid the loan over the years.

Dharam's father had studied only up to class IV, however he was wise and literate. He was well respected and sought after for advice by all and sundry. Let us apply the 4-way test to what he did. What he said was truth that he had to stand up to the commitment he had made. What he did was fair and just. His action generated good feelings and left a positive impression on all those who came to know about his stand. Above all his action did not cause any damage or hurt to anyone, except his own son, perhaps!

Dharam had the grouse against his father that he nurtured for the next sixteen years till his father died. It was many years later he realised that what his father did was not only right but morally and ethically correct. He started feeling proud of being his father's son. This incident happened almost 50 years back, in June 1972. Dharam in this real-life incident is me, the author of this piece!

70 years young Wing Commander DP Sabharwal is an Aeronautical Engineer by training, an Air Force officer by profession, a teacher and trainer by aptitude, a writer by passion and a social worker by choice.

For 12 years, he looked after his wife who suffered from Alzheimer's. After her death, he dedicated himself to spreading awareness of Alzheimer's and helping caregivers in coping with the difficult times. In less than two years, he delivered 95 talks in Bangalore and other parts of the country. His 40th book 'Handling Alzheimer's with Courage' serves as a guide to the caregivers and has been well appreciated in medical circles.

The 4-Way Test: Life's Balance Sheet

January 16th 2021



PP Dilip Patel

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It was very kind of PDG Rtn Rajendra Rai to suggest my name for this article on 4-way Test. It took me down my memory lane, two decades ago, to my term as President, Rotary Bangalore Vijayanagar. I recall, we had conducted a day long program - 'Money-Ethically Yours'. Ethics in life was perhaps close to my heart.

I believe, the 4-way test, created in 1932 by Rtn. Herbert J Taylor (RI President, 1954-55) as 'ethics simplified' has become a the most valuable gift to the world by Rotary International.

In those 4 simple questions to the self, it provides a mantra of conducting one's various activities, including business in an ethical manner. So, let me recount my journey of running my industry vis-à-vis ethical principle. We established our company in 1982-83.

Ethical behaviour is a choice one makes, and the 4-way test provides a measure to the choice. At the very inception we decided that a) we will give the best possible quality product to the customer, b) we will not cheat, or do wrong, and c) we will not quit. I joined Rotary many years later, but looking back, one can connect the dots to get the purport of our choices rhyming with those 4 questions. Let me give a few random examples.

The norms those days were that one struggles for 1000 days before one sees some profits in new ventures. But, thanks to the ethical choices, we had to struggle for 3000 days. During this period our ethics got thoroughly tested. We recalled our faulty product from the market admitting the flaw in the material incurring heavy expenses and losses. We spoke the truth to the market. The reward was we built our credibility, and that gave us re-entry in the market. We lost our entire capital during the struggle, but some of our customers, and bank trusted us and continued to give support. Many unscrupulous customers demanded under the table gratification to approve and purchase our products, and we walked away, though we desperately needed the business. We dealt with our managers, staff and workers very fairly. We developed goodwill among government departments.

One of our customers abroad released a huge export order with our unwritten conditions that we will not cheat our government by under invoicing the order. However, when the full container load of their product under their brand name and packaging was ready for shipment, the customer refused to lift the material unless and until we agreed to under invoice the consignment. His argument was that our competitors were supplying similar product to their competitors by under invoicing the same, which in turn would make our product in their country costlier. We stuck to our grounds saying we will not cheat our country. Holding the finished product on our shop floor for over 3 months caused a lot of financial constraints. Finally, the customer honored our stand and vowed not to cheat his country too. Today, more than 20 years later too that customer cites our values and remains a good friend even though we have exited the business for long.

What did we lose, or gain by adopting ethical practices? Our growth against our competitors remained slower. But we earned trust and respect in the market. We got good sleep every night. Our employees built their lives. Some of our engineers are successful entrepreneurs today, and are following ethical practices they had witnessed. And, after we sold the business, the new owner is reaping the benefits of the goodwill we built.

And in my post industry, post retirement era, I have chosen to facilitate learning in the field of personal change, and through that help industries to build a more positive/ethical work culture. I have been fortunate enough to work with an international organization called Initiatives of Change, and IC Centre for Governance where we engage IAS, IPS and all other government officers into learning ethics in governance and public services on one hand, and on the other, we nurture ethical leadership and effective living among the corporate leadership and their employees for harmonious and sustainable growth.

I have been able to develop a very potent process of structured introspection,' Life Balance Sheet™, that imbibes the essence of 4-way test and helps employees to build a genuine happy life. This in turn makes them more positive, efficient and cohesive at work. The 4-way test in such a different format gives the same benefits as they were derived by Rtn Herbert J Taylor in reviving his bankrupt business nearly 9 decades ago.

In the fast-changing world, a few things do not change. The effectiveness of the 4-way test is one such thing.

(A project of Integrity & Ethics Committee (Vocational Service Avenue – 2020-21)

February 1st 2021



Rtn PP Ashok Shanbhag

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The 4 way test as a concept to engender change in the lives of people is something I realised only after becoming a part of Rotary. I personally believe that it could play an integral role in our lives whether it may be in our personal, professional or social life, and that it could mould our behaviour towards our fellow beings. What led me to this perspective?

In general, the basic concept of the 4 way test can be seen in our own surroundings. For example, in my own workspace I noticed it in technical areas like ISO standards, which speaks of "PDCA (Plan-Do-Check-Act) and SOPs to Do what you say and say what you do". This is similar to what the 4 way test promotes too.

One of my first experiences with an approach like this was in the initial years of my profession when my senior, Mr Madhav Kamat instilled these ideas in the organisation I work for. It was a privilege to work in an atmosphere defined by such principles, and I learnt a lot from it as well. It helped me understand better his reasons for defining such ethics. My experience in such an environment truly made me value the approach as something that is at the heart of systems and functioning.

I had joined Electronic Automation Private Limited (EAPL) - a company that has since then specialised in Electronic Process Control Instruments - as a Trainee Engineer. Electronic Automation Private Limited (EAPL) at that time was a start-up by Mr. Madhav Kamat.

Mr. Madhav Kamat had a humble beginning and had worked in TIFR (Tata Institute for Fundamental Research) and Marconi Instruments England, before starting out on this venture. His philosophy was simple. To provide compact, standard, cost effective electronic instruments to the Indian market which was till then ruled by bulky, low technology products.

During one of our conversations, he mentioned that during the reign of Chandragupta Maurya, India had scaled the highest peak in world trade, commerce and knowledge dissemination. This period was characterized as Golden Age in Indian History. Trade and Commerce was not based purely on a profit making philosophy but rather, was

pivoted on ethical principles, transparent practices and a total commitment to the quality of goods services provided. However, the mind set and the trading philosophy in India manifested on the commonly seen signs that were prominently displayed in our shops and commercial establishments - "Goods once sold will not be taken back". This presupposes and more so, reflects the psyche of our manufacturers and traders. It implies their own doubts about the quality of the products they sell.

Meanwhile, a surprise opportunity knocked on Mr Kamat's door. He was on a flight from Mumbai to Zurich, to attend a meeting with a collaborator in Switzerland. During the flight he purchased an expensive cigarette lighter. He wanted to present it to a senior colleague. Two weeks later, after the meeting and a visit to London, he was on his way back to Mumbai, again on Swiss Air.

A few days ago, he had tested the lighter and found it to be defective. He asked one of the air hostess about the same. She took it from him, looked at it, went inside the cabin, came out with a brand new piece and handed it to him – no questions asked!

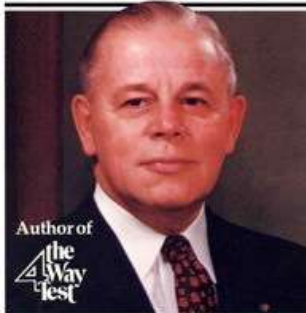
“This is for you sir”, she said, with absolute politeness. So impressed was he by her gesture and indeed by this whole incident that he decided to patronize Swiss Air for all his travels abroad.

A result of this incident was to accept responsibility - without questioning the purchaser's credibility!

This stands as a touchstone in the Electronic Automation Private Limited (EAPL) manifesto which states that if there is a defect in our product, either we refund the money or replace the goods. This has put tremendous pressure on our manufacturing system and chain of sales outlets. But the acceptance level and the goodwill that this declaration has generated is beyond measure. As a result millions of products were sold and the awards, merit certificates that the company received are a testimony to the approach that we adapted to.

This for me is one of the important ongoing application of the 4 way Test. I hope it helps you too.

Rtn.Ashok Shanbag joined Rotary as charter secretary and has held several positions in the dist. 3190, including Asst. Governor. He has been the primary contact for 5 major global grants projects on basic literacy in primary schools in Bangalore Mysore Corridor. He's currently the CEO at Electronic Automation Private Limited (EAPL), India



As narrated by
Rtn. Herbert J Taylor,
President of Rotary International 1954-55
Rotarian from Chicago who conceptualized Four
Way Test

"Back in 1932 I was assigned, by the creditors of the Club Aluminum Products Company, the task of saving the company from being closed out as a bankrupt organization." The company was a distributor of cookware and other household items. We found that the company owed its creditors more than \$400,000 in excess of its total assets. It was bankrupt but still alive.

"At that time we borrowed \$6,100 from a Chicago bank to give us a little cash on which to operate.

"While we had a good product our competitors also had fine cookware with well-advertised brand names. Our company had some fine people working for it, but our competitors also had the same. Our competitors were naturally in much stronger financial condition than we were.

"With tremendous obstacles and handicaps facing us, we felt that we must develop something in our organization which our competitors would not have in equal amount. We decided that it should be the character, dependability, and service mindedness of our personnel. "We determined, first, to be very careful in the selection of our personnel and, second, to help them become better men and women as they progressed with our company.

"We believed that 'In right there is might,' and we determined to do our best to always be right. "Our industry, as was true of scores of other industries, had a code of ethics - but the code was long, almost impossible to memorize and therefore impractical. We felt that we needed a simple measuring stick of ethics which everyone in the company could quickly memorize. We also believed that the proposed test should not tell our people what they must do, but ask them questions which would make it possible for them to find out whether their proposed plans, policies, statements, or actions were right or wrong.

"We had looked in available literature for such a short measuring stick of ethics but could not find a satisfactory one. One day in July 1932, I decided to pray about the matter. That morning I leaned over my desk and asked God to give us a simple guide to help us think, speak and do that which was right. I immediately picked up a white card and wrote out The Four-Way Test of the things we think, say, or do as follows:

1. Is it the Truth?
2. Is it Fair to all concerned?
3. Will it build Goodwill and Better Friendships?
4. Will it be Beneficial to all concerned?

"I placed the little test under the glass of my desk and determined to try it out for a few days before talking to anyone else in the company about it. I had a very discouraging experience. I almost threw it into the wastepaper basket the first day when I checked everything that passed over my desk with the first question, 'Is it the truth?' I never realized before how far I often was from the truth and how many untruths appeared in our company's literature, letters, and advertising.

"After about 60 days of faithful, constant effort on my part to live up to The Four-Way Test I was thoroughly sold on its great worth and at the same time greatly humiliated, and at times, discouraged with my own performance as president of the company. I had, however, made sufficient progress in living up to The Four-Way Test to feel qualified to talk to some of my associates about it. "I discussed it with my four department heads. You may be interested in knowing the religious faiths of these four men. One was a Roman Catholic, the second a Christian Scientist, the third an Orthodox Jew, and the fourth a Presbyterian.

"I asked each man whether or not there was anything in The Four-Way Test which was contrary to the doctrines and ideals of his particular faith. They all four agreed that truth, justice, friendliness, and helpfulness not only coincided with their religious ideals, but that if constantly applied in business they should result in greater success and progress. "These four men agreed to use The Four-Way Test in checking proposed plans, policies, statements, and advertising of the company. Later, all employees were asked to memorize and use The Four-Way Test in their relations with others.

"The checking of advertising copy against The Four-Way Test resulted in the elimination of statements, the truth of which could not be proved. All superlatives such as the words *better*, *best*, *greatest*, and *finest* disappeared from our advertisements. As a result, the public gradually placed more confidence in what we stated in our advertisements and bought more of our products.

"The constant use of The Four-Way Test caused us to change our policies covering relations with competitors. We eliminated all adverse or detrimental comments on our competitors' products from our advertisements and literature. "When we found an opportunity to speak well of our competitors, we did so. Thus we gained the confidence and friendship of our competitors.

"The application of The Four-Way Test to our relations with our own personnel and that of our suppliers and customers helped us to win their friendship and goodwill. We have learned that the friendship and confidence of those with whom we associate is essential to permanent success in business.

"Through over twenty years of sincere effort on the part of our personnel, we have been making progress toward reaching the ideals expressed in The Four-Way Test. We have been rewarded with a steady increase in sales, profits, and earnings of our personnel. From a bankrupt condition in 1932 our company within a period of some twenty years had paid its debts in full, had paid its stockholders over one million dollars in dividends, and had a value of over two million dollars. All these rewards have come from a cash investment of only \$6,100, The Four-Way Test, and some good hard-working people who have faith in God and high ideals.

"Intangible dividends from the use of The Four-Way Test have been even greater than the financial ones. We have enjoyed a constant increase in the goodwill, friendship, and confidence of our customers, our competitors, and the public-and what is even more valuable, a great improvement in the moral character of our own personnel.

"We have found that you cannot apply The Four-Way Test continuously to all your relations with others eight hours each day in business without getting into the habit of doing it in your home, social, and community life. You thus become a better father, a better friend, and a better citizen."

A Vocational Service program-

In January 1943, the Rotary International Board of Directors agreed that The Four-Way Test should be brought to the attention of Rotary clubs. It became a part of the Vocational Service ideal and has been published in various forms and in many languages by Rotary International.



THE FOUR WAY TEST- INTANGIBLE DIVIDENDS

March 1, 2021



Rtn. Dr Bhansali P M

District Governor 2002-03

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One of the most widely printed and quoted statements of business ethics in the world is Rotary 4 way test.

The time was bleak. It was the depth of the great depression in the United States of America, factory chimneys were smokeless and millions of people were in the grip of worst depression. To overcome the cut throat competition, a great idea of **Four way test** in 1932 was formulated which was adopted by Rotary in 1943, which is very much relevant even today because business without morality has no use.

So was established a new level of service by propagating the theme of “Four way test” like a candle doesn’t lose by lighting another candle.



“As Rotarians we should have THE FOUR WAY TEST in mind, in every decision we make all day long. Our utmost responsibility is to speak truth, to be fair to all concerned, to build goodwill and better friendship and to do our very best in every situation.

MY EXPERIENCE –

We are manufacturing overhead transmission lines conductors, supply to the electricity board for the overhead power lines. The state government gives us price benefit for the local industries, while deciding the tender. A new company entered for the supply from the other state and the price of this company was matching with ours. The board called for discussion and asked us whether the orders can be split and be given to the outside suppliers also, which we agreed and the party was very happy and informed us that by doing this they saved the job of 30 labourers because they had no orders.

Since then, for all tenders, they consult us and we became good friends than competitors. We don't lose money and our workers get better facilities because after that all supplies we discussed the fair price and the government also started calling us for open negotiations, where all gets the benefit. We developed confidence in each other and developed good and friendship, which is beneficial to all concerned.

Intangible dividends from the use of "The Four Way Test" has been ever greater than the financial one. We have enjoyed a constant increase in the goodwill, friendship and confidence of our customers, our competitors and the public at large. What is even more valuable and great improvement is in the moral and character of our personnel.



The 4-Way Test: Implement & Be a Role Model

March 16th 2021



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The year 1943 saw adoption of the “Four-Way Test” by Rotary International and was made part of Vocational Service Avenue. I think that is the greatest gift by Rotary International to Rotarians in specific and the humankind in general for making right decisions under various circumstances. I do consider Four-Way Test as holy as our “Bhagvad Gita”

Let us look inward! I am happy to share how we have adapted & practicing the Four-Way Test in Rotary Club of Vijayapura (which is now in 48th year of existence) during its club & Board Meetings.

1. If a member cannot attend the club meeting, don't make others to wait. Apologize for not making it to the meeting (I am happy to mention here that our charter President PP Rtn. Ramabasappa, at the age of 98 still makes it a point to attend the weekly meeting without fail).
2. Be there at the right time for the meeting or a project as per the communicated in advance, in print; if it get delayed because of reasons beyond your control, communicate the same to the Secretary.
3. During the meeting respect views of other members and treat them appropriately.
4. Don't make any personal attacks and avoid making fun of other members.
5. If you want to criticize someone or something, see that your criticism is constructive.
6. If there are differences of opinions on any subject, have a friendly approach, analyse the issues from all the angles to arrive at solution and thus avoid conflict.
7. Give top priority to listening, when others are expressing their viewpoints in order to understand the subject/concept better.
8. When your turn comes, speak slowly and clearly with relevant facts.
9. Give every members an opportunity to express their views and don't try to influence them with your viewpoints.

10. Cooperate with other members to see that the meeting deliberations are managed properly.
11. In case, if you have to leave the meeting early before the adjournment, make the exit with minimal disturbance to meeting and the members.
12. Thank the President for successfully completing the meeting after the meeting is adjourned.

Over the years, this has become of our habit and we have taken it to our workplace, whether it is business or office and even taken it to household. We believe that several of our members have become role models to youngsters and students of the Rotary School run by the club's Rotary Education Society, in understanding and practicing the Four Way Test. It is very essential to propagate the Four Way Test to students and youngsters as they are going to carry it along with them to whatever profession they get into, be it business, industry, teaching, police, army, agriculture, politics or any other chosen field. How do we do this? We provide a bit of explanation as illustrated below with some examples and routinely conduct quiz completions to see that the concept gets strongly rooted in their mind.

Four Way Test: the things we think, say or do

1. **Is it the truth?** In our business, workplace, vocational domain we walk in the path of truth and speak only TRUTH.
2. **Is it fair to all concerned?** The decisions that we take, the work we do, the solutions that we provide for problems shall be fair to all concerned.
3. **Will it build goodwill and better friendship?** Our behaviour, what we speak, what we think shall initiate good thoughts and reinforce friendship with others.
4. **Will it be beneficial to all concerned?** What we do, talk, and think, the work, subject, solutions, decisions and agreements shall be agreeable, satisfying and useful to all concerned.

In addition we recommend and insist all Rotarians to display the Four Way Test banner in their workplace, office, and house and use them to train ethical behaviour among colleagues, workmen and family members and to install moral values & integrity in their mind. This will help in establishing better human relationship, demonstrating fairness in business and contributing towards building a trustworthy and highly respected Nation.

April 1st 2021



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It was in the year 1981 when I was about to complete my graduation. All of us were excited as Bharatiya Agro-Industries Foundation, Pune, a NGO involved in rural development activities had come to our college for campus recruitment of Veterinarians as Cattle Development Officers. It was our first job interview experience and mind you the salary offered was very attractive. So definitely, competition was tough and each one of us had prepared well.

On the day of interview we all assembled in the conference hall and Mr.Manibhai Desai, founder of BAIF and a strong follower of Mahathma Gandhi briefed about the organization and career opportunities at BAIF. Then the interview started and I was third in the merit list. First two candidates were outright rejected as they were from urban background with no experience to rural life. Actually BAIF was looking for Veterinarians who have rural background and preferably one who knows Marathi. At this stage I was sure that I shall not bag this job as I was also from a urban background and knows nothing about Marathi. However, I made up my mind to face the interview just for the fun of it. As I was about to enter interview hall, one of my teacher who was working as coordinator for this interview called me aside and advised to impress the interview panel that I am from a village background (Initial H in name stands for Hanagal, a village) and my surname is Deshpande thus a Maharashtraian.

I went into the interview hall and after regular introduction and technical interview Mr.Manibhai Desai asked whether I have any village background and whether I know Marathi language. I answered that I was born and brought up in a city and I do not know Marathi even though my surname is Deshpande. Mr Manibhai Desai looked at other panel members and asked me to wait outside. I

was puzzled why I was asked to wait instead of informing that I am also rejected as other two earlier candidates. But to my surprise, Mr Manibhai Desai called me again into the interview hall and handed over my first appointment letter.

Next stage, we all went to Uralikanchan, Maharashtra for our one month intensive training and at the end of training we were posted to far off villages to serve as Cattle Development Officers. When I went to receive my posting letter from Mr. Manibhai Desai he recognized me and said “Young man, you were selected not only because of your technical knowledge but because of your courage to tell the truth at the time of interview.

I did over hear the advice given by your teacher. Remember it is difficult to tell the truth but you should only tell the truth”. Then he opened the cupboard, took out Rotary 4-Way Test plaque, handed over it with an advice –“let it be your guiding force for the rest of your life”. I treasure that gift even today.

I joined Rotary in 1986 and learnt about Rtn. Herbert J Taylor and his 4-Way Test of Rotary much later. But I was fortunate to get introduced to Rotary 4-Way Test much before I became a Rotarian



A project of Integrity & Ethics Committee (Vocational Service Avenue – 2020-21)



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RI PP Rtn Herb Taylor wrote this when he was President of Club Aluminum in 1932. He wrote this to reviving his ailing company that was close to bankruptcy.

“The Four-Way Test of the things we think, say or do”

- Is it the TRUTH?
- Is it FAIR to all concerned?
- Will it build GOODWILL and BETTER FRIENDSHIPS?
- Will it be BENEFICIAL to all concerned?

The world has been hit with a collective Pause button last year, we were all forced to reboot our lives. Businesses had to scramble and revisit all the practices and processes that had become a part of our comfort zone. Some of the organizations that were over leveraged naturally felt the strain more than others. The gloomy aspect was that some of them collapsed, some have shrunk, some a pale shadow of their past.

The Question that begs an answer – Is the 4-Way test relevant to the changed circumstances. I state this unequivocally YES. In the last one year, I have helped my clients use the 4-Way Test in an innovative way and helped them take hard decisions to reboot their business with success and look at the future with renewed optimism.

Let us visit a few Basics first. All organizations have an offering- a product or service that is uniquely theirs. A fair amount of research is constantly done to keep their offerings relevant to the needs of the market.

The four key pillars that any business relies on to scale up and grow are:

1. Customers – Past, Present and Future
2. Employees and their Families
3. Partners – Distributors, Dealers, Vendors, Suppliers, Logistics and Support Services
4. Eco System – Governance and Social Impact

Let us look at each of them from the prism of the pandemic influenced changes & solutions from the 4-Way Test

Is it the Truth? : Customers – Past, Present and Future: Post the Pandemic- Customers are spoilt for choices, there is a barrage of offerings and with the digitization of the marketplace, the conventional practices and processes that gave a competitive advantage earlier have undergone a sea change. Proximity of Location, Size of the Outlet, Number of SKU's stocked, Credit offered, Special Personalized Discounts and other such practices have either become passé or will soon lose their sting.

Acquiring a Customer is the most difficult aspect of any business, losing them is extremely easy. There is a sacred pact between an Organization and its Customers. They are the reason why we are in business, their relationship with the organization determines what size and scale a business can grow to. In the Next Normal - It is the customers who set the rules of the engagement and not the other way round.

In this changing dynamic the aspect of the Four Way Test that is most relevant is- ‘Is it the TRUTH?’ Every product or service comes with a promise of delivering as per the Customers Expectations. Are the products or services delivering as per promise?

Is it the Truth- every customer has the potential of becoming a loyal broadcaster of our business? We need to look at that possibility and tailor make our offerings from that perspective. Can we ensure that all hyperbole is dropped?

Action Point 1: Do a Brand Audit find out how to ensure our customers convert into Loyal Broadcasters?

Is it FAIR to all Concerned ? :Employees and their Families

The Pandemic has taught us that subjecting Employees to the hire and fire policy, the carrot and stick approach of management that had become the norm in pre- pandemic times has proved to be a bane. A subservient employee who only does the bosses bidding is not helping the organization.

Employee First is a concept that is catching up fast across the world. With Work from Home becoming a norm in most business this needs to be extended to their families too.

The aspect of the Four Way test- ‘Is it fair to all concerned?’ helps enhance transparency in the organization and sends out a strong statement that all employees are respected, and their contribution is valued.

A happy employee is an undeniable asset, they willingly move up the Accountability Ladder and stand up to be counted. There is a direct correlation between a Happy Employee and a Customer who is a Loyal Broadcaster.

Action Point 2: Do an Empowerment Audit with all the employees and find out how to help them move up the Accountability Ladder?

Will it build GOODWILL and BETTER FRIENDSHIPS?

Partners – Distributors, Dealers, Vendors, Suppliers, Logistics and Support Services

The pandemic has taught us a valuable lesson, those of us who treated our Distributors, Dealers, Vendors, Suppliers, Logistics and Support Services with disrespect found themselves at the wrong end of the stick. Payments, Margins, Credit Terms, Discounts, and a whole host of unhealthy practices had become the norm. This has led to an untenable situation.

The Aspect of the Four-Way test – ‘Will it build GOODWILL and BETTER FRIENDSHIPS?’ will help set up a process to Start Collaborating with them, they will have some of the best ideas. These ideas can help in both sustaining and scaling our business.

We need to go in for a completely new mindset- treat them like partners. A partner in progress approach based on mutual good will and better relationships will build a platform of value addition to our client’s efforts.

Action Point 3: Do a Good Will audit with your partners and find out how to address their challenges and build a Collaborative framework?

Will it be BENEFICIAL to all Concerned? Eco System – Governance and Social Impact

The Pandemic has made us realize the importance of Good Governance and Effective Engagement with the eco system. With increasing digitization and connectivity across compliance platforms, it is in the interest of the Organization to respect the Eco System and engage with it in a productive manner.

The aspect of the Four Way Test – ‘Will it be Beneficial to all Concerned?’ helps in establishing practices that will promote sustainability of the Organization with the Eco System.

Yet another aspect gaining importance in the world is CSR. The Social Responsibility in helping create a better world for our inheritors is in sharp focus now.

Action Point 4: Do an Impact Assessment Study and arrive at what are one or two areas where your employees can engage and create a difference.

Conclusion

The Four Way Test continues to be relevant even in these times and provides us with a Road Map to help us chart a path of progress and sustainability for our Organizations.

Do Print out a copy of it and paste it where all in the Customers, Employees, Partners and the Eco System will engage with the philosophy.

Make it your Competitive Edge.

A project of Integrity & Ethics Committee (Vocational Service Avenue – 2020-21)

The 4-Way Test: Examples of Virtuous Networking

May 1st 2021



Rtn President Manoj Kabre

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The power of Networking is immense and huge. I have been fortunate enough to experience it in my personal and professional walk of life, owing to the flair created in me owing to the influence of my father.

My work involves me to travel abroad to meet my customers and participate in various exhibitions. I have been doing this over the past 15+ years. Often, owing to my curiosity, I initiate a conversation with my fellow passenger in long-distance flights. During one such journey, I happened to meet Mr.Samuel (Philip, as he is fondly called), Chairman – Indfrag Biosciences and ended up having a long 6-hour conversation with him. We spoke about everything from our personal lives to our achievements, our passion and our social activities. Little did I know, during this conversation, that I would find in him a great mentor, friend and a guide for my life. It has been over 5 years that we are connected, and have been able to have various collaborative activities involving us and our extended network. The friendships and goodwill made through this interaction, has been a great learning for me, as well as the people whom I have connected to him.

Philip told me that as a part of ‘waste-to-useful’ products initiative which he started in his company, they collect used soaps from Star Hotels, reprocess and sanitize them in his factory, to make fresh soaps. These were meant for free distribution to the needy. They were having difficulty in identifying the needy groups. Incidentally, I had got connected to Mr.Venkataraman Iyer, who runs an NGO Called Swabhimaan, where he was in need of such soaps. I made a connect between both of them, and rest is history. A small initiative and connect developed goodwill for all of us in this network, and made us feel happy about having helped the needy.

I had mentioned to Philip about a virtual group called ‘Startup Ignition Team’ on WhatsApp and Telegram, initiated by me and a few like-minded people, with an objective to help startup founders and mentors get a platform to exchange thoughts and information, for a collective benefit. After about a year of interaction, I felt of having a physical meeting between some of the members of this group. Philip volunteered to offer “The Idea Theatre” in the third floor of his office in Bangalore, for facilitating this meeting and sponsored the same. This became a reason for 30 of us to meet and interact, thereby enabling us to resonate with each other’s’ ideas and thoughts. It also created a platform for some of the startups to get mentors and funding. A

subsequent outcome of this meeting was a programme called 'Manufacturing Moonshot' for SME's with his help and support at the same campus.

Now when I look at my relationship with Philip, I realize that it fulfils the following tenets of the four-way test-

- Is it the truth?
- Is it fair to all concerned?
- Will it build goodwill and better friendships?
- Will it be beneficial to all concerned?

The Rotary 4-way Test inspires us to march on the path of Truth, be Fair to all, and let us enquire with ourselves if our act will bring better friendships and goodwill to all concerned. It also helps us assess if the act being done by us will be beneficial to all concerned. If we all imbibe this 4-way Test in our lives – both personal and professional – and follow it meticulously, we are bound to lead a satisfactory and happy life, with a sense of gratitude.

Virtuous Networking: The practice of networking is a human activity and, as such, it entails an ethical dimension. There are three types of networking regarding motives which lead to the practice of networking:

- Utilitarian networking (useful for obtaining some external benefit)
- Emotional networking (related with psychological satisfaction)
- Virtuous networking (with moral intentionality).

A virtuous behaviour includes dealing with people with respect and benevolence. Virtuous practice of networking include:

1. Acting with good faith, and joining in networks with honest goals and participating in licit activities within such networks
2. Exchanging resources and sharing information and knowledge with reciprocity and even with gratuity
3. Serving with justice when one has a position of power when an asymmetrical power relationship exists
4. Trying to exercise a positive ethical influence within the network.

Extracted from *The Practice of Networking: An Ethical Approach* by Domenec Mele, *Journal of Business Ethics* (2009) 90:487–503, Springer Publication



The 4-Way Test: a dialogue between Rtn.KSN & the Man in the Mirror

May 16th 2021



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*KSN: I said a dialogue on **the 4 way Test** and why are you laughing?*

M in the M: Well, you and your Rotary friends must have heard this many times over.

‘I am disillusioned’ one of the many Rotarians puts forth his point and adds ‘looks like we have **the 4 way Test** only for preaching’ but the same doesn’t seem to apply to those preaching it.

Not just that, in Rotary any action that is to be questioned your first query would be ‘is this the way **the 4 way Test** is applied?’

The way most of you use the tenets of **the 4 way Test**, rather than build it into your system, is what brought the smile – no offence.

*KSN: I get it, but according to you what is **the 4 way Test**?*

M in the M: We simply overlook the fact that ‘Values are our personal choice not something enforced but we own them’. Over the years by defining; calibrating and choosing it becomes our character and we believe in them and so much so with **the 4 way test**.

*KSN: can you recall your first thoughts, when you heard about **the 4 way Test** and did you ever think it is not practicable?*

M in the M: I was inducted into Rotary Bangalore West during 1985-86 and the first set of Rotary related material I received was a framed membership certificate; a Rotary pin and **the 4 way Test** print.

I had no information; no knowledge about the story and significance of **the 4 way Test** and I had the least idea that it would so strongly support my own value system, as I grew. I don’t know what I owe it to – may be my parents; my upbringing; my own thought formation – I always felt that this is the kind of philosophy that is to be followed.

KSN: what have been some incidents that you can directly narrate to practice of these tenets?

M in the M: Being in Industry / business, there have been many tests and many questions from time to time – when it would have been easier to wriggle through the situation by not being truthful but I found that more we stuck to our value system, more success we found.

During the early ‘90s we had received a large order from one of the public sectors and we had wrongly estimated cost of one of the components that was part of the assembly and because of this mistake we would end up losing a large sum of money rather than gain anything.

We could have used a spurious make; substandard make or bribed the inspector but had the courage to inform the GM on the shortfall in the project but by force went ahead with the supplies. Once the order was executed the esteem of our standing went up with the entire purchase & project divisions of this customer and even today we are one of their preferred vendors.

This is a very small anecdote but the impact of good values practiced over the years can be seen today, when the youthful and second level management continue with strong ethical principles, as they own it and all our stake holders respect us for what we are, unwavering in our value system.

KSN: with respect to Rotary what have been some incidents that you can narrate to these tenets?

M in the M: Rotary is a very unique platform, which talks of Vocation; Excellence in Vocation; Ethics in Vocation & Service with the same insistence and all of us should be proud of this.

A small incident that I would like to recall is during the year 2013-14, when I was the District Governor. One of the Rotarians made a Major Donor contribution, during the closing month. Due to the Rotary year ending pressures, the contribution went thru' the common pool, rather than his individual name thus depriving him of major donor recognition. Both of us the contributor and myself realised the error after nearly 18 months. To sort this, I thought it was my duty to make the payment on behalf of this Rotarian and complete the responsibility. As it was not a small amount, the Rotarian was good enough in asking me to refrain from making this payment. However, when I completed my obligation and when this Rotarian received his major donor recognitions, his expression is something that I would always cherish.

Adherence to the profound statements as in **the 4 way Test**, is to own it; practice it and also be proud of the same.

KSN: well in both of the above incidents, you did follow the tenets but resulted in an outflow which could have been avoided otherwise.

M in the M: True but our actions are guided by our values. They help us choose between right and wrong. When we have a weak value system, in such testing times we opt for the easy way out. But the right values strengthen us and make us cherish the path that we have tread.

KSN: looks right but all of us have seen people who follow such tenets suffer many times and those who take short cut being successful.

M in the M: let's stop making wrong connections & conclusions. There are many ways to be successful – you can choose the right values; you can be creative; you can help as many as possible and **you can walk your talk**. It is always a personal choice and you can choose the easier but not so correct way. Both of us know that when it happens **you will always avoid looking at me in the mirror**.

Remember that **the 4 way Test** are the reinforcing tenets of your ethics; of your value system which is the foundation on which your character gets built and will make you wear your Rotary pin with true pride.

A project of Integrity & Ethics Committee (Vocational Service Avenue – 2020-21)



The 4-Way Test: My experience before joining Rotary

June 1st 2021



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I am sure all will agree with me that at one point of time or at least during some time of our career, each one would like to work for themselves, I mean become an entrepreneur.

In fact each one of us has this instinct and ability to be an entrepreneur because the almighty has built this quality and capability inherently. This is how each one of us strives to become successful and many achieve success in their professional as well as personal life.

I am no different. I was blessed; Luck is too small a word, to become an entrepreneur at an early stage of my working life. After being in the industry for 17 years during which tenure developed passion for system approach in everything we do, started my own consultancy firm in the year 1997.

Somewhere after 3 years of starting my consulting business, I was fortunate enough to get an order from a government organization for providing consultancy services for implementation of Quality Management Systems.

On completion of the project successfully, I submitted my invoice for release of payment. I was for a shock as I understood that we are supposed to be registered under service tax and we have to charge service tax for the service provided by us and remit it back to the Government.

For reasons best known to us and quite justified at that point of time unfortunately we were not complying with this legal requirement.

We had many expert opinions and ways to address the requirement but however all the opinions and routes suggested was not convincing.

After due introspection, my 6th sense prompted me to follow the right way. Approached the concerned department and put forth all the facts in front of them about our ignorance on the compliance requirement.

The department personnel helped us a lot by guiding us the right way to resolve the noncompliance. The process we went through was quite painful and had to pay the department quite sizeable value of money. This money was big for us for 2 reasons

1. We were just establishing ourselves and
2. We had not charged service tax to our customers.

But since we had approached the service tax department voluntarily, department was kind enough in considering our request to condone the penalty. To some extent this experience kept us in low morale and were depressed.

After sometime, I was sharing my above mentioned experienced to one of my customer who had contributed to the extent of 60% of my business turnover until then.

I was for a surprise, when this customer of mine told me to submit the details of all that we went through, the payment details of retrospective taxes we paid including the interest and the letter of the service tax department declaring our compliance as on date.

Believe me; the entire service tax which was due from this customer for the invoices we had raised for the period of tax and we had paid to the department was reimbursed to us. In fact majority of our other customers were also kind enough to reciprocate the same.

This experience of ours gave us the assurance that, if we are **Truthful**, if we are **Fair** in our transactions it will definitely build **Goodwill** and will **Benefit** all concerned.

These have been our guiding principles and we have experienced many such instances which has enabled us to be a value adding and responsible service partner since then and in future ahead.

In sometime around 2006, when I was introduced to Rotary, again by one of my customers, I was surprised, excited and happy that the same principles are the guiding force behind Rotary and every Rotarian. That is how my journey in Rotary started by becoming a member in Rotary Bangalore Downtown.

I have been privileged to be a Rotarian and I am happy and blessed to be Rotarian. Being a Rotarian is an additional professional qualification. This platform of Rotary has opened up many opportunities to serve the needy.

SARVE JANA SUKHINO BHUVANTHU

June 10th 2021



Rtn. K V Mohan Kumar

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Business process consulting is a highly rewarding profession in this knowledge economy. This is also bundled with a lot of ethical challenges, as there is a constant pressure to exceed the expectations of the clients. It has taken 26 years to build an organisation of repute, we fully understand that as much as our professional fees is negotiable our integrity is not.

It's a routine practice to sign Non-disclosure and Non- Compete agreements for most of our assignments. In our journey of 1800 + customers, there has never been a breach of trust on the confidentiality of the customer's information shared with us.

Our business process consulting profession is not regulated and hence we have no defined Code of Practice or Ethics as an industry. We do have our own ethical dilemmas. On many instances during our internal auditing process, for some undue advantage or to cause inconvenience to others we have people in the client organisation come up to us and give internal information on process/system deviations and expect us to reflect the information shared with us unofficially in our audit report, we do however ensure that all our audit findings are based on factual data.

There are times we have access to personal data of those working for or on behalf of the organisation, in such of those cases, as long as we have reasonable assurance that the organisation values or business objectives are not affected/compromised, we keeping moving ahead and ensure that we don't get into an ethical dilemma or a conflicting situation in dwelling too much into the personal data.

It's quite common in our Industry, that when are our clients are referred to certification bodies, the consultants are incentivized financially, we have stood out by our policy that we are unbiased in our approach in referring the clients to certification agencies and we will recommend the certification agencies based on the client's needs and thereby don't seek any favours from the certification bodies. This is our ethical policy.

Attrition of people is universal. We have had people on boarding with us, who have worked with other consulting organisations. There has never been a single instance of the customers being poached from other consulting organisation clients.

In Rotary too, we have had a situation, when there was a request to share our beneficiaries' detail with an NGO. We did analyse the request and realised that we are not in a position to share the details of the beneficiaries to the NGO as we don't have a consent from the beneficiaries to share their personal information.

At the heart of Rotary is our Four Way Test. In a very recent development, we received support from a donor asking us to address the Oxygen crisis issue in the second wave of the COVID-19 pandemic, a sizeable no of Oxygen Concentrators is being provided through this noble gesture by the Donor organisation. The fundamental reason being Rotary's emphasis on ethics and stewardship consistently.

Each one of us have a role to be a better example to the Generation Next as we continue to embrace our ethical value system.



The 4-Way Test: Temptations & Truthfulness

June 16th 2021



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It was a rainy evening in the month of May, when the sudden changes in the weather, heavy downpour had drowned the city which was already down with the severe second wave of COVID 19. All time high cases of COVID in Bangalore had shaken every Bangalorean, both rich and poor. For Mahadev a hard working auto driver COVID had brought unexpected crisis and calamities, throwing his life out of gear. It was almost two months since he had earned decent amount of money for a comfortable meal for his family. The initial treatment for his COVID 19 affected father had taken away Mahadev's life time small savings. The hunt for oxygen, ICU bed and ventilator had made him pledge his auto. Further when his mother fell seriously ill with COVID, his world came shattering down. By the time his dad lost his battle to COVID, Mahadev had lost his small piece of land and all his peace of mind. A comfortably settled, simple and hardworking Mahadev was now reduced to a dejected, disoriented and unemployed victim of COVID 19.

Life had to go on. Mahadev was back doing sundry jobs, doing door deliveries and so on. Life in the last few days had taught him a valuable lesson that we need to cherish people and relationships. There were days he and his almost full time pregnant wife Geetha went to bed on a hungry stomach. The thought that the unborn child even before seeing the world was experiencing the harsh realities of life, of hunger and pain had pushed Mahadev to darkness. On one such dark, rainy night, he got a call from a resident in the neighbourhood. Mahadev had been doing door deliveries to sustain himself and his family and the tips he got was his only way of survival these days. This was one such call from house number 304 where lived an old gentleman as Mahadev knew through his previous delivery experience. The octogenarian lived there all by himself after he had lost his wife in the first wave of the COVID 19 pandemic. A rich businessman with two sons settled abroad, having a palatial house and cars to himself was now calling Mahadev as he felt the fear of the pandemic was killing him

and he was experiencing severe pain in his chest. Mahadev had to pick up a strip of his normal prescribed dose of medicine from the adjoining pharmacy and reach it to the caller. Here is my prescription sent on phone said the old man in the panic call. Mahadev rushed to the pharmacy, purchased the medicine and reached the old man's house in no time. The caller seemed pale and distressed. The power failure due to heavy rain and winds further added to the gloom. Mahadev chose to wait for a while at the door to see if his service seeker was fine. Within the next fifteen minutes the pill had eased the pain and the old man was much at ease. Mahadev ensured that his caller was fine and was just about to leave when the old gentleman called Mahadev and handed over the medicine cost of Rs.200 and his tip of Rs 100. Mahadev had never expected a tip of Rs 100 for his service of quick medicine procurement from a nearby pharmacy. But the thought of a good meal for his wife specially a crisp Masala Dosa which his expectant wife Geetha was craving for long made him accept it. He simply put the currency handed over in the dark night into his pocket and left the place. Early Morning, Mahadev headed towards a local eatery to pick up the much craved food for his wife and pulled out the money from his pocket, which he had slipped in last night. To his shock what was in his hand was the biggest currency he had seen or dreamt of in recent times. His client had mistakenly given him Rs.2000 for his medicines costing Rs.200, thanks to panic and power failure. The pink colored currency note was a rare gift in hand, it could buy Mahadev groceries for nearly a month. It could ensure that his little baby inside could be comfortable for the next couple of weeks. Thoughts crossed Mahadev's mind, a moment of dilemma engulfed him. But that was just for a nano second. The next minute he was heading towards house number 304. The old man was blissfully reading a paper and relaxing with a cup of tea in hand in the portico of the house. Mahadev gently pulled out Rs 2000 /- note and handed it over, drawing the old man's attention to the darkened surroundings of last evening. But the brightness on Mahadev's face was what Rotarian Deshpande could not miss.

A humble auto driver was living up to the great, time tested four way test of Rotary in its complete sense. It is not education or degrees that uphold business ethics but the sheer sense of value and earnest and simple ways of implementing it when one is most tempted to think and do otherwise. A Rotarian for three decades, Rtn Deshpande felt Mahadev was a true Rotarian serving above self and upholding the 4-way test in total spirits. As Mahadev walked away with his face lit up with pride, Rtn Deshpande thought if only we could have more people of his tribe.

A project of Integrity & Ethics Committee (Vocational Service Avenue – 2020-21)



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It is very important to lead a life of values and principles which have been reflected in the Four-way test. I would like to share a few instances in which 4 way test provided the guidelines to handle the dilemmas and enabled me to take the right decisions.

Organisations ask us to conduct Training Programmes. Some times after they finalise the dates, timings and other terms with us, we come to know that, they had already finalised that particular training on other trainers. After coming to know about the quality and effectiveness of our Training Programmes, they have asked us to conduct the Training Programme. When we come to know of this, we inform the organisers that it would be ethical and proper for them to get the programme conducted by the trainer/consultant on whom they had finalised earlier. We say that we have no hesitation in conducting future Training Programmes when they approach ONLY us. But, we would not like to conduct Training Programme which will affect the prospects of our fellow trainers and consultants in the industry. We feel that it is unethical to do so.

Before conducting the Training Programmes, we discuss with their Human Resource personnel and others to know the exact requirements and the topics to be covered in the Training Programme. Based on this, we formulate the Course Contents, Training Methodology etc. More than 99% of our Training Programmes are extremely well received, are found effective and useful. However, in very rare instances, the customer informs us that the Training Programme did not fully meet their expectations. In such cases, although the customer is very much willing to pay us, we do not collect the fee. We feel it is not ethical to collect the fee in such instances.

Many Customers, HR Personnel, CEOs, etc. approach me for various needs like information on a few management topics, insights into certain issues etc.(for their presentations, meetings, interactions etc.). I, generally, give the information and the inputs within the frame work laid out by us. In fact, many of the

beneficiaries are the testimony of this belief of knowledge- sharing by us. We believe it is ethical to share what we know and what we have.

It is important to give back to society whatever we can. My often quoted statements in the Training Programmes are 'Service is the rent you have to pay for the privilege of living on this earth'. In line with this principle, we have conducted hundreds of free Training Programmes for Schools, Old age homes, Social organisations etc.

It is also important to develop more people (like you) in the field. I have developed a few trainers who have been conducting the Training Programmes quite regularly. I feel that one of the effective way of reducing the negative forces in the world is to intensify and multiply the positive forces and spread good values to the people. In that direction, I have trained, nurtured and developed a few trainers.

Honesty is speaking the truth and Integrity is maintaining the commitments. These are the two major pillars on which the ethics and values are built. We are trying our best, at Unique Consultants, to demonstrate the values enshrined in the four way test. The dividends of being ethical and principled (apart from being competent) are evident by the results we have achieved. We have conducted Training Programmes for more than 500,000 (five lakh) employees in over 500 organisations on approximately 50 topics in 5 languages (English, Kannada, Telugu, Tamil and Hindi) both in India and abroad (Malaysia, Qatar, Muscat, Hong Kong, Kuwait, Maldives etc.) One of my very favourite sentence which I keep saying in my Training Programmes is 'Clarity in Mind and Purity in Heart are the Surety for Success!'. And' If you salute your duty (value based), you need not salute anybody. But, if you pollute your duty (by manipulations, hidden agenda, unethical practices etc.), you will have to salute everybody.' 'An ethical person has a VALUE and an unethical person (corrupt) has a PRICE!'

In my own small and humble way, I have been endeavouring my best to carry out my professional and personal life with the ethics and principles propounded in the four-way test.

(A project of Integrity & Ethics Committee (Vocational Service Avenue – 2020-21)



**1. Is it the
TRUTH?**

Rotary



**2. Is it FAIR to all
concerned?**

**FOUR-WAY
TEST**

*Of things we
think, say or do*



**3. Will it build
GOODWILL
and BETTER
FRIENDSHIPS?**



**4. Will it be BENEFICIAL
to all concerned?**

RJ