

# *Leadership skills .. Change management & motivational dynamics*

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Winner of Anti Human Trafficking Hero Of the World 2010  
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Revised AP Police Manual in 2017, NCB Manual in 2019

# Be a karma yogi & Jnana yogi

- Thinker to talker
- Talker to doer
- Doer to performer
- Performer to achiever
- Achiever to reformer
- Reformer to a trend setter
- Trend setter to a role model
- Role model to a nation builder.

Asato ma sadgamaya (**from ignorance, lead me to truth**) Tamaso  
ma jyotirgamaya ( **from darkness, lead me to light**) Mrtyorma  
amrtam gamaya ( **from death, lead me to immortality**)

Om shanti shanti shanti (Om peace peace peace)

# Swamy Vivekanda quotes

- "Arise! Awake! And stop not until the goal is reached.
- "Talk to yourself once in a day, otherwise you may miss meeting an intelligent person in this world."
- you are the creator of your own destiny
- "When an idea exclusively occupies the mind, it is transformed into an actual physical or mental state."
- "Never think there is anything impossible for the soul.
- They alone live, who live for others."
- "In a conflict between the heart and the brain, follow your heart. "
- "The greatest sin is to think yourself weak"

# Motivational Dynamics

- You are team leaders.
- Every team need to be motivated to deliver mandated result oriented processes.
- Motivation requires flexibility & re engineering.
- Allowing group members to set specific, challenging goals and being willing to modify those goals as circumstances change .
- Think of your team. Each human resource is important.
- You are duty bound to enhancing trust quotient (TQ) among your team for PSD ( public service delivery)
- You are the key driving factor for team results.

# Motivation is a part of EI (Emotional intelligence)

- The ability of an individual to be aware of his own & as well as the emotions of others & use this ability to problem solving & thinking
- Motivation is a passion to work for reasons that go beyond money or status.
- A propensity to pursue goals with energy & persistence.
- Team activity: strong drive to achieve optimism , even in the face of failure of organizational commitment.

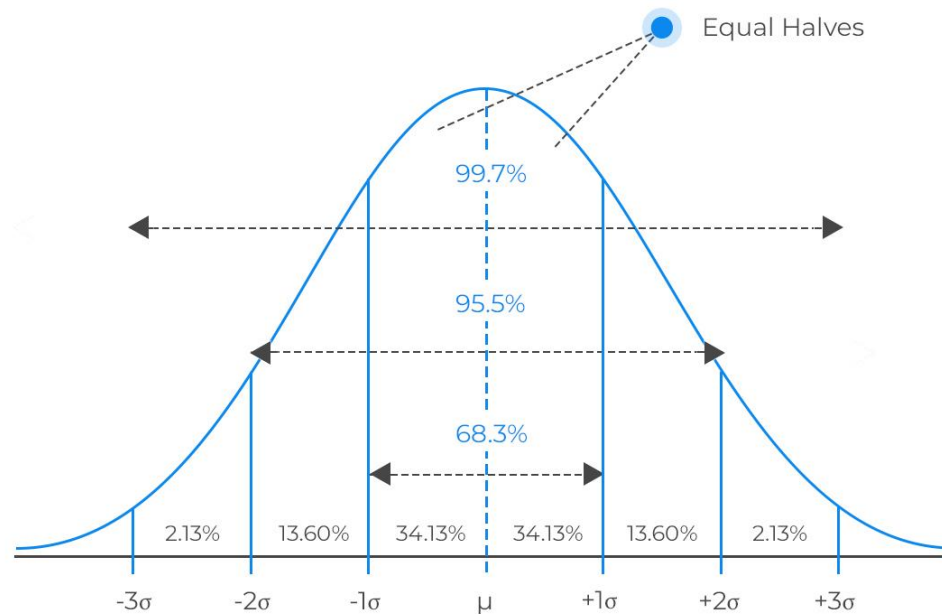
# Normal probability curve

- The 15.73 ( below average) + 68.26 (average) +15.73 (extra ordinary- the Linchpins) principle + (0.28 negative elements)
- Pareto principle : known as 80/20 rule. 80% outcomes come from 20% .. Principle of largest contribution from smallest number in any activity..

# Normal probability curve



## Shape of the normal distribution



No. of standard deviations from the mean

Below Average –  
15.73

Average –  
68.26%

Outstanding –  
15.73

# The Linchpins

- Achievement motive also drives them to persist, putting in long hours and hard work, at goals they know they can accomplish.
- Identifying your “core values” for motivation
- set goals
- get feedback & improve
- seek out new projects
- Start each day, week and month with a plan
- self introspection
- brain storming / brain writing for solutions
- re engineer



# Team building activities

- Prepare a monthly/ quarterly/ half yearly & annual calendar in consultation with your team.. Develop ownership
- Sports/ games/ annual sports meets. Have shuttle/ basket ball courts or rings
- Depute good sports men / women for empowerment
- Debates/ elocutions on Independence day/ republic day/ police commemoration day etc.. The key is participation of your team.. Be like a coach
- Visits to important places of learning.. Emulate good practices

# Office environment

- Keep it clean & neat. Outsource under strict supervision
- Keep the work area airy & comfortable
- Weekly house keeping / file maintenance
- The 5S methodology in **Kaizen** represents
- sort,
- straighten,
- shine,
- standardize, and
- sustain. Kaizen is defined as “continuous improvement” or “change for the better,” which improves quality, and makes processes efficient.
- Data security / data protection. No pen drive facility . Enable mail facility to a few seniors

# Lord Nolan's 7 principles of public life

- Committee of Standards in Public Life (CSPL) of UK Govt 1994 when John Major was the PM.
  - Seven principles being followed in UK ( *same principles are enunciated in A.I.S Conduct Rules as per Supreme Court judgment in Vineet Narain vs UOI AIR 1998 SC 889 page no 917* ) :
1. Selflessness
  2. Integrity ( *strong moral character, adhering to a set of strict ethics & principles* )
  3. Objectivity
  4. Accountability
  5. Openness ( *transparency* )
  6. Honesty ( *speaking truth, not corrupt* )
  7. **Leadership** ( *no force on earth CAN STOP an idea whose time has come .. Victor Hugo* )

# *Sharpen the saw..7<sup>th</sup> habit ..*

- Sharpen the Saw : preserving and enhancing the greatest asset you have—you. (Stephen R. Covey Book)
- Having a balanced program for self-renewal in the four areas of your life:
  - physical ( exercise, nutrition, rest, stress management)
  - social/emotional,( managing key relationships)
  - Mental (reading, writing, learning& study )
  - and spiritual ( service, values, inspirational )
- As you renew yourself in each of the four areas, you create growth and change in your life.

# Four types of intelligence

AQ: adversity quotient:  
ability to go through a  
rough patch in your  
life, balancing your self  
& family .don't give up

IQ: level of  
comprehension,  
maths, memory,  
recall etc

IQ, EQ, SQ, AQ

SQ: social quotient  
,ability to build family, a  
net work of friends,  
maintain for a long time,  
effective public  
speaking, invest value  
time

EQ: ability to maintain  
peace with others , keep  
to time, be honest, be  
humble, respect  
boundaries, be  
considerate

# Abdul kalam's 8+8+8 rule

- 8 hours hard work
- 8 hours good sleep
- 8 hours should be spent on 3Fs, 3Hs, 3 Ss
- 3Fs: family, friends, & faith
- 3Hs: health, hygiene, & hobby
- 3Ss: Soul, service, & smile

# Graduate from Boss to Coach

Boss	Coach
I	WE
CALLS COLLEAGUES AS SUBORDINATES	ADDRESSES AS COLLEAGUES
THROWS THE BLAME / TAKES CREDIT	ACCEPTS THE BLAME/ GIVES CREDIT TO COLLEAGUES
SYMPATHISES	EMPATHISES
YOU CANNOT DO IT	YOU CAN DO IT
ORDERS	GUIDES / FINDS SOLUTIONS
EGOISTIC	DOWN TO EARTH.. SIMPLICITY

# Books that change our lives

- **It's The Manager Moving from Boss to Coach- Jim Clifton , Jim Harter** (A boss tells employees how to work harder. A coach shows employees how to work smarter. Bosses expect commitment under all circumstances. Coaches understand that they must create a hostile-free work environment in order to inspire loyalty)
- **Hidden Potential** ( the Science of Achieving Greater Things) – Adam Grant) ( build character skills, turn daily work into a source of joy, compete against yourself, ask for advice, not feed back , transform groups into teams)
- **Atomic Habits** (tiny changes, remarkable results)-James Clear. Small wins theory.
- **ReWork** by Jason Fried ( change the way you work for ever)( ideas are immortal, inspiration has an expiry date, but it is magic,grab it & put it to work, do it now)



# One swallow doesn't make a summer

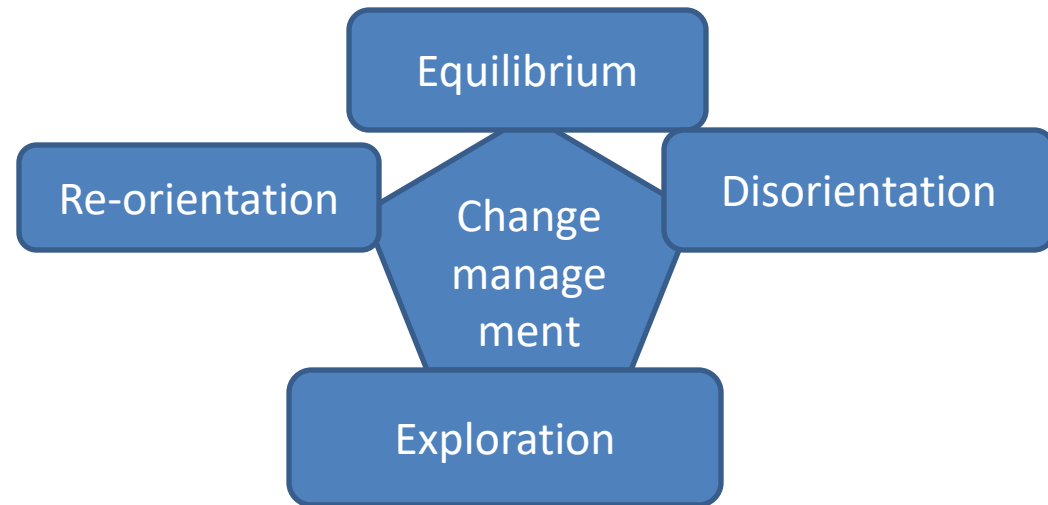
- Although some good has happened , the situation may not continue to be good, and you can not rely
- Perseverance, persistence, principle of continuity

# Change management ..

- Transformational & Transactional Leaders ignite/ drive change management
- Identify the areas of concern
- Study the new paradigms to change
- Understand / Experience the problems
- Find budgetary/ non budgetary solutions
- Educate & empower your colleagues
- Test the results
- re-engineer the process if you are unable achieve the expected outcome.

# Resistance to change management..

- Organizations are resistant to change (from comfort zone) as it disturbs their equilibrium. Change management Leaders understand slow / fast learners & modulate change process of relearning.
- Normal probability curve (15% fast learners, 60 to 65 % average learners, 15% slow learners.) CM.L focuses on the slow/ average learners.



# Hyderabad city police two years trg 1997-99

- Objective: to make police men **respect people**. Shed colonial mind set .
- One week of vertical interaction of PC, HCs, Sis, Inspectors, ACPs,
- 15000 ranks. Post-empowerment checks ..very important
- **Survey of our behaviour by independent agency** : RCEUS Osmania University and by NPA IPS probs posing as civilians with complaints.
- Reengineering : focussed trg for the hard nuts
- Counselling
- Checking their family status issues..spouse / Children .. Extra marital relationships .. Used services of Psychologists for remedies

# “Young boys” training experiment at APPA

- 2004- 2005 : 180 promotee Sub Inspectors **above 50 yrs age** reported at APPA ( from Head Constable to SI) for six months training. If they pass the exam, they will be posted as regular SHOs in PSs.
- They are intelligent as they were station writers.. We learnt a lot from their experiences (**Re -learning** for senior officers )
- 40 % were overweight (above 100 to 125 kgs weight)
- 30 % had some medical issues
- 30% are in admissible BMI range
- Training schedule for out door was divided and 2 separate dining halls..consulted specialists for appropriate diet ..
- Class rooms are in 2<sup>nd</sup> floor and tea and snacks at ground floor.. ??
- Counselling.. Mentoring..interviewing
- Slow change process ( followed **small wins theory**). They resisted initially but welcomed our initiatives, their spouses were very happy to see them in smart turn out and went back to Police Stations as SHOs.

# Empowerment of ministerial staff

- Compassionate appointees : (60 persons )-1999
- They don't know how to write well, draft a note, abridge ,how to type, knowledge of office manual , rules, procedures etc
- Personally motivated / mentored them .. that they can be the best in 6 to 9 months of capacity building.
- Out of box thinking: every day from 3 pm to 6 pm **in house** empowerment process started..
- Weekly tests. Re engineering the program.. Fast learners vs slow learners. Slow learners stay for one hour more..mentored
- Good snacks & tea. Monthly meet with their spouses/ parents
- Local trips within AP.
- Finally 3 moths training at AP Police Academy..
- Today they are at Gazetted level in the state of Telangana ..

# Transformation through empowerment in AP & Hyderabad City police

- Six months in-house empowerment programme for compassionate appointees, followed by 2 months institutional skill building in 1998-99..phenomenal success. **Enhanced SQ levels** .( **small wins to big wins principle**)
- Creation of response policing Blue Colts & Rakshaks in cities across AP.. **That improved the response to dial 100** .( **small wins to big wins principle**)
- A 15 day drive in 1999 in old city Hyderabad with 100 vehicles & staff to realise loss of revenue to APSEB to the tune of Rs 27 Crores a month. **..determined effort changed the mindset of people** . instead of Rs 34 crores a month, only Rs7 crores was being paid. ( **principles of simple to complex and Periphery to the Core** )
- A two year vertical interaction course “maryada” ( respecting people who approach police for help) for all the 15000 police men & officers.. **Resulting in attitudinal change that enhanced police image**. ( **same from the less , more from the same principle**)
- **Citizen charter was prepared and institutionalized , survey of our public service delivery by RCEUS –Osmania University** ( **small wins theory**)

# Police command control centre. Hyd





# Technological marvel CCC Hyd

- Telangana police force to stay up to date with tech advances to promptly solve cases, and deter crime.
- The servers in the data center were imported from Germany, Belgium. The storage capacity is 30 pet bytes, which can store the feed from 10 lakh CCTV cameras.
- The feed from one lakh CCTVs can be monitored at a time on a giant screen (100 feet /30 feet) set up in the centre
- The green building has a glass facade, uses natural light, reducing the energy consumption by 50 percent while the rooftop solar panels generate 0.5 Mega Watt power.
- OUT PUT: 1. closely monitor Telangana state. Reduce crime, detect crime, prevent disasters, advance warning to all 709 Police Stations , 33 districts.
- To regulate traffic& impose fine on the violators
- To coordinate with all other related departments
- To ensure data retrieval
- To prevent, predict & fore cast likely issues
- To have evidence based policing

# Technology for the people-TCS

- 1968-TCS was born from the idea of JRD Tatas' 1962 of data management
- Fakir chand Kohli @45 yrs took over as GM (MIT Electrical)
- Operationalized LDS (Load Dispatching System) in Mumbai electricity dept (on lines of New York)
- 1977-Kohli expanded TCS to USA-introduced out-sourcing (OS) concept-90% profit from OS
- 1<sup>ST</sup> software project –developed Reserve Bank Inter Branch Reconciliation system, later IT returns, opening D-Mat accounts , pass port seva Kendra (PSK), NSE (had 70 lakh transaction a day those days)
- Introduced Computer sciences in IIT Kanpur, later in 400 colleges.
- Initiated NASSCOM ( National Association of Software & Services Companies)
- Kohli mentored next gen leaders- Ram Dorai , Natarajan Chandrashekar, Rajesh Gopinathan , Krithivasan present CEO
- Rs 375 share in 2010 mounted to Rs 2898 in 2020 ..3500+ now

# The 4 Cs principle

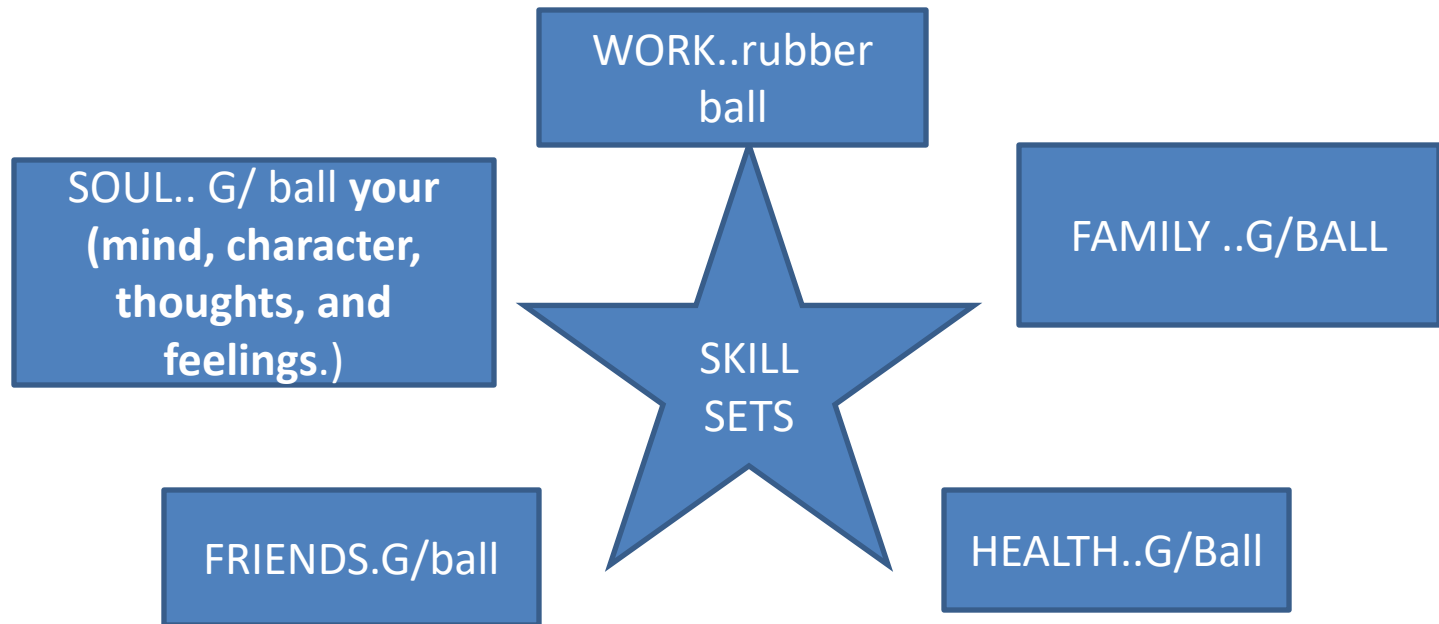
- **Critical thinking** : a kind of thinking in which you question, analyse, interpret, evaluate and make a judgement about what you read, hear, say, or write.
- **Creativity** : the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, and entertaining ourselves and others.
- **Communication**: a process by which information is exchanged between individuals through a common system of symbols, signs, or behaviour
- **Collaboration** :the process of two or more people or organizations working together to complete a task or achieve a goal / shared goal .

# Some examples of innovation

- Sudhanshu Mani: The Visionary Behind India's Vande Bharat Express and Transforming Indian Railways. Throughout his extended tenure at Indian Railways, Sudhanshu Mani was a part of many crucial projects
- It was February 15, 2019, when the first Vande Bharat Express train, originally known as Train 18, was flagged off by Prime Minister Narendra Modi
- The Delhi Metro Rail Corporation Limited (DMRC) was registered on 3rd May 1995 under the Companies Act, 1956 with equal equity participation of the Government of the National Capital Territory of Delhi (GNCTD) and the Central Government to implement the dream of construction and operation of a world- class Mass Rapid transport

# Google CEOs 5 concerns of Leadership

- Game of five balls one is rubber, the others are glass. Ply all simultaneously: dont drop any. If you drop..???



# Energy vs Synergy

- Participants will describe

# LEADERSHIP STYLES

- Autocratic Style. "Do as I say" ...
- Authoritative Style. "Visionary" - "Follow Me" ...
- Pace-Setting Style. "Do as I do!" ...
- Democratic Style. "What do you think?" ...
- Coaching Style. "Consider this" ...
- Affiliative Style. "People come first" ...
- Laissez-Faire Style. Leader takes a hands-off approach to leadership and gives others the freedom to make decisions. While leaders still provide their teams with the resources and tools they need to succeed, they remain largely uninvolved in the day-to-day work

# Look into mirror to know yourself

- Self reflection
- Self understanding
- Self management
- Self hypnosis
- Self reformation
- Self realization
- Self re-engineering



# Protection to consumers of unsolicited information & communication

- Flooded with tele- marketers(T.Ms)
- Cyber criminals make voice calls & messages to rob people
- Banks, Insurance companies, builders use T.Ms
- Cyber offenders promise to facilitate loans for a fee, pose as a courier company , threatening to report a non-existing package of Drugs-gargantuan proportions-phishing markets
- 120 to 150 million phishing messages sent every month
- One of the 12 users entrapped
- Only 1/10<sup>th</sup> victims report to police /1930 cyber crime toll free
- Very few get their money back. **All transactions take place through Banks..no cyber vigilance at Banks, no Transactional Audit of suspicious accounts**

# Consumer protection Act 2019... Guidelines for un-solicited & unwarranted business communication 2024

- AI generated dis-information-Global Risk Report of World Economic Forum 2024 warned – could destabilize Govts
- Misleading & fraudulent advts and e-commerce transactions have now been brought under Rules 2024
- Those benefiting from un solicited calla-both commission agents & their primary clients like Banks, Insurance clients & realtors-will be held liable to face penalties
- 1<sup>st</sup> offence punishable with Rs 10 lakhs & 2 yrs imprisonment
- 2<sup>nd</sup> offence with RS 50 lakhs fine & prison term up to 7 yrs
- Policing digital high ways as 300 million people use UPI ( Unified Payment Interface)-which is an active ground for the fraudster community. In 2023 year , 6.94 lakh victims.. Lost Rs 10,319 Crores ( ref : NCRP –National Cyber Crime Reporting Portal 2023.
- CCPA- Central Consumer Protection Authority to redress complaints at National Level
- Mandatory for telecom operators to display identity of every caller, their name, & sector. Consumers can decide whether to take that call or reject it.

# The key factors for innovation

- Think globally
- Appreciate diversity
- Be technologically savvy
- Build partnerships
- Share leadership traits & skills
- Create shared vision
- Develop & empower people
- Achieve personal mastery
- Encourage constructive dialogue
- Demonstrate integrity
- Ensure customer satisfaction

# Innovation leadership- factors

- Geo political
- Environment
- Societal
- Political
- Technological

# Lateral thinking ..

- VUCA world ( **Volatile**-rapid & unexpected challenges; **Uncertain**-unclear about present; **Complex**-multiple key decision factors ; **Ambiguous** –lack of clarity )
- Forecast
- Brain writing
- Deliberate
- Predict
- Re-engineer; re-design
- Look forward

# Four Laws of Behavioural Changes

- 1<sup>st</sup> Law : make it **Invisible**,
- 2<sup>nd</sup> Law: make it **Attractive**
- 3<sup>rd</sup> Law: make it **Easy**
- 4<sup>th</sup> Law: make it **Satisfying**
- Cardinal rule of behavioural change : *what is immediately rewarded is repeated . What is immediately punished is avoided*
- *Neuro - scientists call this as Long Term Potentiation.. strengthening connections between neurons in the brain based on recent patterns of activity*
- **Hebbs' Law**: neurons that fire together , get together
- you need to tell yourself first , then take support from family & fiends

# Hyderabad old city electricity charges recovery drive in 1999-2000

- Hyderabad Old City has 20 lakhs population with 20 Police Stations
- In 1999 the monthly loss of Electricity revenue ( power pilferage ) was Rs 27 Crores.
- Out of Rs 34 Crores of expected revenue only Rs 7 Crores was being collected by APSEB .
- Govt launched a drive . I was DCP South Zone (Old City) & requested the CM for 100 vehicles, 100 AEs, Line men, Sub Inspectors, women Police, 1200 Police Men & 15 days time. Requested APSEB to keep 1,00,000 reading meters ready.
- Local Linemen misguided us on day ONE by raiding the most densely populated defaulter Core area as a ploy to deter us to give up

# Connectivity of all 1685 PSs of AP , 2006

- Govt wanted all the 1685 Police Stations in AP to be connected for filing F.I.R on line. Date Jan 2007
- Year 2007 jan 1<sup>st</sup> is the date for commencement across all the 23 dists of the then AP
- I was Director SCRB & tasked for implementation
- DGP AP issued orders to all the SsP & CsP
- E-COPS core team was initially empowered with specialists
- Empowered all the Station Writers, Asst Writers, PSIs, Inspectors, Pas & PSs of all the SsP &CsP



# DMRC

- June 12th marks the birthday of E. Sreedharan, popularly known as India's Metro Man.
- With his visionary leadership and engineering prowess, Sreedharan transformed the landscape of urban transportation in India.
- The development of the network was divided into phases. Phase I with 3 lines was completed by 2006, and Phase II in 2011.
- Phase III was mostly completed in 2021, except a small extension of the Airport line which was opened in 2023.

# Creativity vs innovation

- Creativity involves generating original and unique ideas,
- while innovation is about implementing those ideas to create value.
- Understanding these distinctions is essential for organizations and individuals looking to remain competitive in their respective fields
- Creativity is the act of conceiving something new, while. Innovation is the act of putting something into practice.
- Creativity is thinking up the idea of flying into space. While innovation is building the rocket.
- Innovation is strongest when it's directed toward a goal. Creativity helps you find the goal. While innovation allows you to reach it.

# Lord Nolan's leadership principles

- Your scoring from 1 to 10.. on :
- Selflessness : निस्सवार्थता nissavaarthata
- Integrity : अखंडता akhandata, ईमानदारी, सत्यनिष्ठा
- Objectivity : निष्पक्षतावाद , nishpakshataavaad
- Accountability: जवाबदेही , javaabadehee
- Openness : खुलापन , khulaapan
- Honesty : ईमानदार , eemaanadaar
- Leadership : नेतृत्व , netrty

# Six Japanese techniques for progress

- **Ikigai** : a motivating force; something or someone that gives a person a sense of purpose or a reason for living". More generally it may refer to something that brings pleasure or fulfilment.
- **Kaizen** : on-going or continuous improvement. The definition of kaizen comes from two Japanese words: 'kai' meaning 'change' and 'zen' meaning 'good'.
- The Japanese philosophy was first introduced by Toyota back in the 1980s and has since been adopted by thousands of companies around the globe.
- **Pomodoro** technique: This time management method, although Italian in origin, is popular in Japan.
- It involves working for 25 minutes and then taking a 5-minute break. Repeat the cycle to maintain focus.

# Japanese techniques for progress contd..

- **Hara hachi bun me** :. The Japanese phrase translates to, "Eat until you are eight parts (out of ten) full", or "belly 80 percent full".
- **Shoshin** : is a concept from Zen Buddhism meaning beginner's mind.
- It refers to having an attitude of openness, eagerness, and lack of preconceptions when studying, even at an advanced level, *just as a beginner would*.
- **wabi-sabi** aesthetics and principles include [asymmetry](#), roughness, [simplicity](#), economy, austerity, modesty, [intimacy](#), and the appreciation of both natural objects and the forces of nature.

# The 7<sup>th</sup> habit

- Ganbaru ( perseverance & effort) is a Japanese term that means 'giving it your all'.
- The spirit of Ganbaru involves determination and a strong work ethic.
- The technique reminds a person how important it is to put in effort to reach the ultimate goal.

# The 5 S of Japanese technique

- The 5S pillars:
- Sort (Seiri),
- Set in Order (Seiton),
- Shine (Seiso),
- Standardize (Seiketsu), and
- Sustain (Shitsuke),
- provide a methodology for organizing, cleaning, developing, and sustaining a **productive work environment.**
- All the PSs in TS are 5S Compliant.. 3 to4 years of sustained effort by police leaders

# conflicts

- Self,
- Family
- Students
- Low wage employes
- Friends
- Colleagues
- Superiors
- Clients
- General public



# Five domains of Leadership skills

- 1) **Setting clear Goals** / challenging when we don't have enough information
- 2) **Resources & Authority** : Does the team have adequate resources and authority to deliver on the goals.
- 3) **Skill and Will** : Does the team in the role have the necessary skills ( soft skills are often the biggest challenge) to deliver on the goals and
- Do they have the WILL to do it ? ( Depending on their level of motivation which determines Will, you need to customize ( Situational Leadership ).
- Biggest barriers to Will are 1) Inertia to Change
- 2) Denial and Projection of failure onto others
- 3) **Tolerating non performance** ( This has corrosive effect on morale)

# *Transformational Leadership*

- Four factors to transformational leadership, (also known as the "four I's"):
- Idealized influence : purpose driven , role model, walk the talk
- Inspirational motivation: inspiring colleagues, **be a coach than a boss**
- Intellectual stimulation : people driven, genuine concern for needs of followers
- Individual consideration: innovation , act as Coach motivating colleagues to be innovative & creative

# The 3 second rule

- According to a study published in the *Journal of Applied Psychology*, sitting silently for at least three seconds during a difficult moment in negotiation, confrontation, or
- even conversation makes both people more deliberative -- and leads to better outcomes.
- Extended silence increases value creation by interrupting default, fixed-pie thinking and fostering a more deliberative mindset.

# Digital economy

- With a rapidly expanding digital economy, banks in India that have not invested significantly in digitization now have a massive incentive to do so, along with increasing government expectations that they adequately serve the growing digital community.
- Digitization also provides opportunities to improve service,
- reduce cost, and
- build loyalty and commitment among an ever-more fickle banking customer base.
- And this experience is not unique to India.

# Digital investigation ..

- Why Digital Investigation Lab in Cyber Crime PS?  
During the traditional crime investigation, forensic process comes at a later stage in the course of investigation
- whereas in case of Cyber Crimes / Cyber related crimes,
- investigation starts with the forensic process, such as Network Forensics,
- Onsite Forensics, Disk Forensics and
- Video Forensics.
- Thus need for Digital Investigation Lab for identifying the criminal, based on technical clues.

# Four types of conflicts..

- Task (what)
- Process (how)
- Status(who)
- Relationship (with your spouse, senior officers, colleagues, clients, customers, senior citizens, defaulters , service providers & others)
- Solution:
- Root cause analysis, fish bone analysis

# Root cause analysis (RCA)

- 5Ws &H
- What
- When
- Where
- Who
- Why
- How

# Case study of RCA & doctrines

- More from the same, same from the less
- Periphery to the core
- Simple to complex
- Known to the unknown
- Small wins theory
- Means are equally important as the ends
- Re engineering / re calibration of the doctrines
- Our Institutions' economic health is prime concern..my countrys'growth



# More from the same, the same from the less etc principles

- Understand NPC (15% of the people with whom you work with are excellent.. They are linchpins, 60% are the average,15% are the slow learners)
- Buy more time to do a task after consulting with your team (effectiveness principle).. Your TQ (trust quotient ) will enhance
- Convert every alleged disadvantage to your advantage. Nothing like loop line, main line posts.. Your perception.. Do your best where ever you are posted.

# Fraud prevention doctrine

- **Identify** bad people..
- **Forecast** the likely fall out
- **Prevent** at any cost
- Ex: PNB Scam of 29<sup>th</sup> Jan 2018.. Rs 11,356.84 Crores- later turned out to be Rs 13,700 Crores . Nirav Modi, Anu Modi, Nishal Modi, Mehul Choski are the main accused.
- ***Fugitive Economic Offenders Act 2018** : The Act allows for the confiscation of the properties of fugitive economic offenders and creates a mechanism for their speedy trial. The act aims to tackle economic offenses and prevent financial fraud*
- Do verify veracity of valuation certificates issued by the Revenue Authorities, as a number of them are forged, **credibility quotient**
- Do verify veracity of the Registration Dept documents regd non encumbrance, valuation certificates, link documents etc
- Do check up latest **insurance policies** taken by the loan applicants
- Do check up the back ground of the land / building etc properties..
- Enhance Trust quotient

# Be a master of your time & space

- Manage your time
- Cut short waste conversations
- Conduct enquiries with open mind
- Delegate your work and supervise
- Re engineer if things are not going well
- Obtain a M S ( SM ) degree with 75% grade to be a strong Leader .. A transformational Leader . A dependable Leader .

# Certain concepts

- Training vs empowerment
- Sympathy vs Empathy vs Compassion
- Honesty vs Integrity
- Character vs Ethical code of conduct
- Efficiency vs Effectiveness
- 
- Status quoist vs Change maker
-

# Certain concepts

- Creativity vs innovation
- Arrogance vs simplicity
- State centric vs Nationalist .. My country .. Mera Bharat Mahan
- Self denial theory
- More from the same , same from the less concept

# Growth of technology .. Knowledge..move forward

- Quote : “ the bane of modern civilization is that the growth of knowledge is unable to keep pace with the growth of technology “.. Kofi Annan

- Quote of Martin Luther King

“ if you cannot fly then run

If you cannot run then walk

If you cant walk then crawl

But keep moving forward “..."

Quote of TS Eliot :

“Between the idea and the reality, between the motion and the act , falls the shadow.”

Walk the talk and avoid the shadow..

# Response policing..institutionalising

- Dial 100 response : year 1999
- Centralised call reception & transmission
- Procured 600 Motor cycles & 180 four wheelers
- Capacity building & empowerment of Blue colts / Rakshaks
- Call attendance.. Reaction time.. Re-engineering the process..
- What you see today in public safety was the dial 100 foundation..

# Stephen R Coveys 7+1 (8) Habits (1989/2004)

- Habit 1: Be Proactive (You're in Charge)
- Habit 2: Begin With the End in Mind (Have a Plan)
- Habit 3: Put First Things First (Work First, Then Play)
- Habit 4: Think Win-Win (Everyone Can Win)
- Habit 5: Seek First to Understand, Then to Be Understood (Listen Before You Talk)
- Synergize ( coordinate with your relevant stake holders:  $1+1= 10$  ; **interdependence** is a higher value than independence.)
- Sharpen the saw (learn, unlearn and relearn , get skilled thro' empowerment)
- ***Habit 8: From Effectiveness to Greatness (if you become a coach from being the boss )***

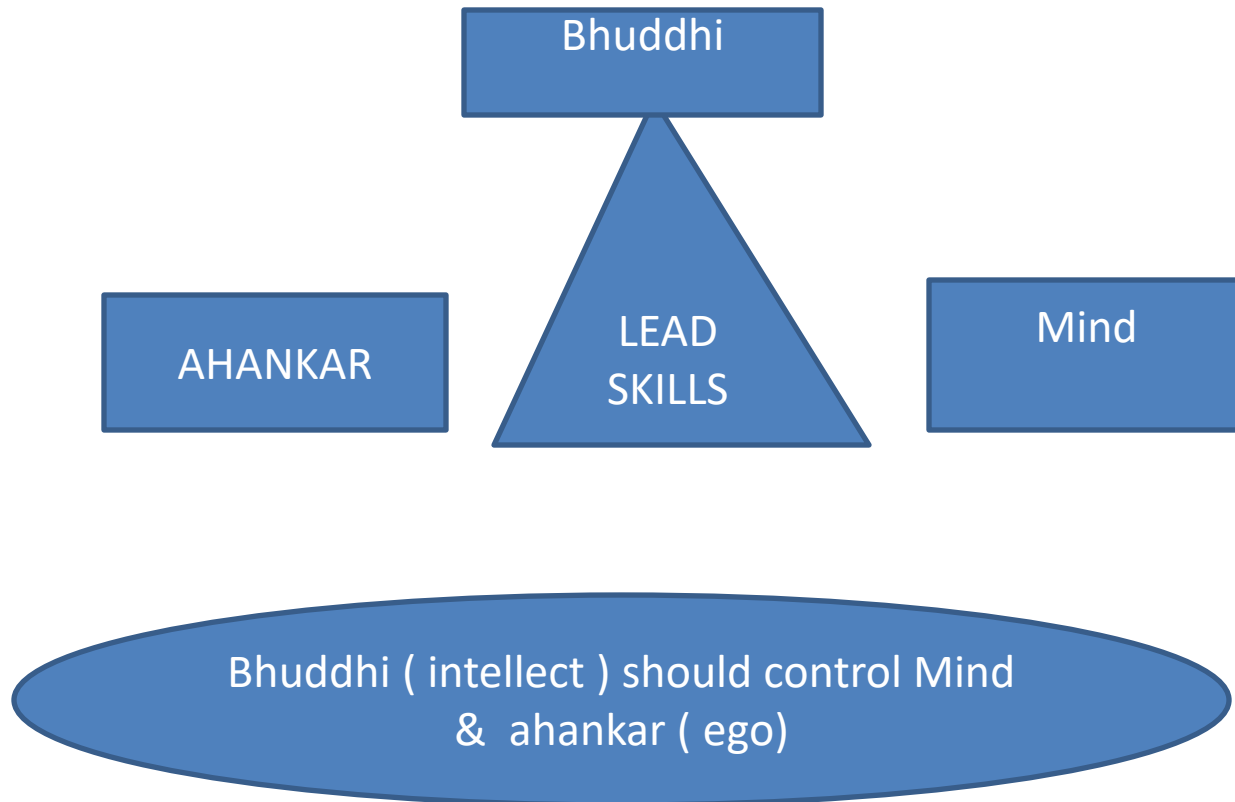


# Transformation through empowerment in AP & Hyderabad City police

- Six months in-house empowerment programme for compassionate appointees, followed by 2 months institutional skill building in 1998-99..phenomenal success. **Enhanced SQ levels** .( **small wins to big wins principle**)
- Creation of *response policing* Blue Colts & Rakshaks in cities across AP.. **That improved the response to dial 100** .( **small wins to big wins principle**)
- A 15 day drive in 1999 in old city Hyderabad with 100 vehicles & staff to realise loss of revenue to APSEB to the tune of Rs 27 Crores a month. **..determined effort changed the mindset of people** . instead of Rs 34 crores a month, only Rs7 crores was being paid. ( **principles of simple to complex and Periphery to the Core** )
- A two year vertical interaction course “maryada” ( respecting people who approach police for help) for all the 15000 police men & officers.. **Resulting in attitudinal change that enhanced police image**. ( **same from the less , more from the same principle**)
- **Citizen charter was prepared and institutionalized , survey of our public service delivery by RCEUS –Osmania University** ( **small wins theory**)

# MBA ..your inner power house of energy

- Balance all three: when mind is weak, the situation becomes a problem, when mind is balanced , the situation becomes a challenge, when the mind is strong , the situation becomes a challenge : :



# Learn, unlearn, relearn ..

- ***“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”*** “If you don't have a strategy, you're part of someone else's strategy.” .. Alvin Toffler
- Unlearn: To discard (something learned, especially false or outdated information) from one's memory. Relearn: To learn (something) again
- Learning encourages the ability to do something efficiently with the help of available resources so that you can reach your goals. ...
- The importance of learning is that it helps the individual to acquire the necessary **skills** through learning and **knowledge** so that he can achieve his set goals
- **Attitudes** can be acquired : KSA

# Five domains of Leadership skills

- **4) Review and Feedback** : Focus not only on the What part of the goal (% achieved) but also How part ( this helps avoid surprises) . Feedback has to be issue based and NOT person based.
- Don't avoid tough conversations , secure your manager alignment where you anticipate retaliation, use documentation, it always helps , as a Leader your actions are always under scrutiny and discussed between your direct reports.
- **5) Calibrate and Course Correct** : for eg : Covid pandemic , new information which wasn't available when goals were set.

# You interact with...

- Colleagues..Juniors, seniors & batch mates
- Customers
- General Public
- Debtors
- RBI
- Legal advisors
- Courts/ tribunals / DRT
- CBI/ SEBI/ FIU/ SFIO/ ED/ DRI/

# Way forward.. Take home points

- *What are the new techniques you will deploy ?*
- *How do you impress your difficult boss?*
- *How do you take along your difficult colleague?*
- *What are your interactive points when you meet new recruits?*
- *LIFE IS BEAUTIFUL .. Live happily.. Know your “from & to” address*
- *$LQ = IQ + SQ + EQ + MS(SM) = TFL$*

# Road map

- Identify
- Empower
- Delegate
- Supervise
- Course correction
- Re engineer
- Feed back
- Quantify output

# Learning points of the day



# Four doctrines

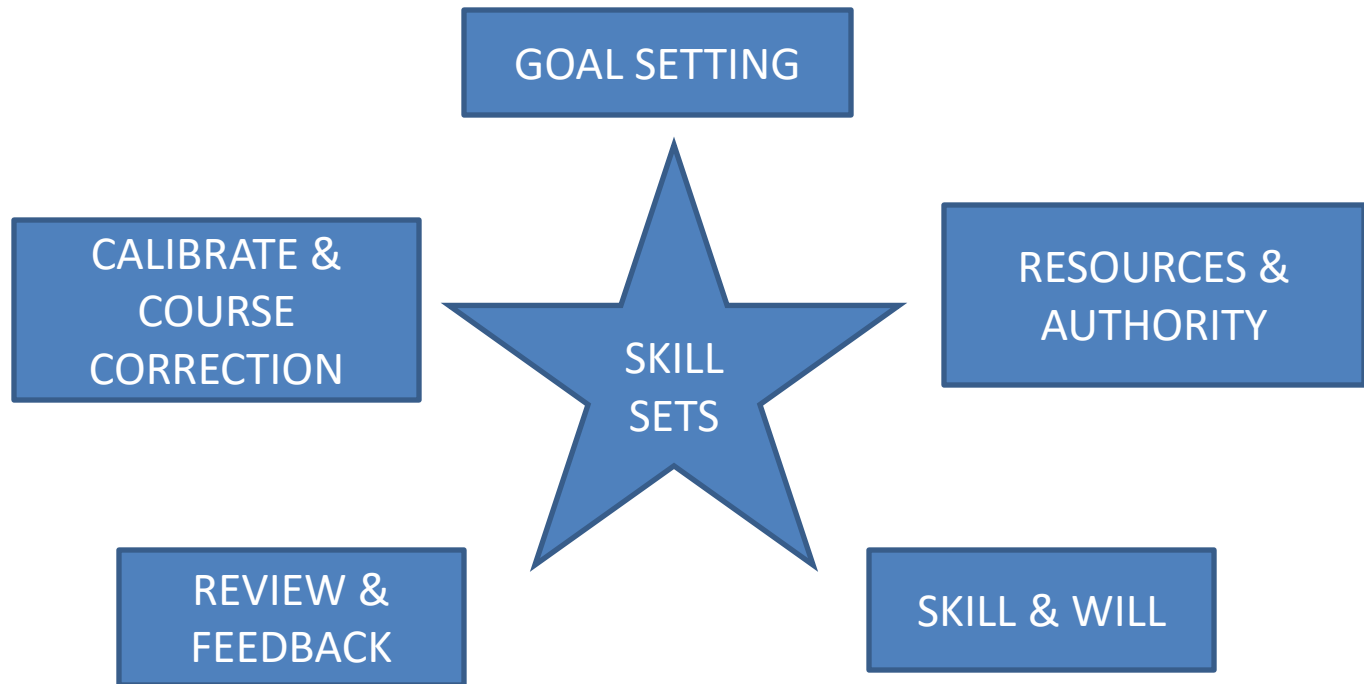
- **Win-win** : negotiation is a careful exploration of both your own position, and that of your opposite number, in order to find a mutually acceptable outcome that gives you both as much of what you want as possible. If you both walk away happy with what you've gained from the deal, then that's a win-win!
- **Competing** – This is the “**win-lose**” approach. You act in a very assertive way to achieve your goals, without seeking to cooperate with the other party, and it may be at the expense of the other party.
- **Compromising**: This style is sometimes known as **lose-lose**, in that both parties will have to give up a few things in order to agree on the larger issue. This is used when there is a time crunch, or when a solution simply needs to happen, rather than be perfect the opposing force created. Lose-Win refers to a distributive negotiation where one negotiator's loss is the other negotiator's gain. Both negotiators are typically competing to claim the most value from a 'fixed pie' or value negotiation. The term 'lose-win' was popularized by 'Game Theory'.
- The conflicts are of four basic types: Conflict with the self,
- Conflict with others,
- Conflict with the environment and Conflict with the supernatural.
- Conflict with the self, the internal battle a lead character has within, is often the most powerful conflict

# Basic doctrines

- **Lose-Win** refers to a **distributive negotiation** where one negotiator's loss is the other negotiator's gain. Both negotiators are typically competing to claim the most value from a 'fixed pie' or value negotiation. The term 'lose-win' was popularized by 'Game Theory'.
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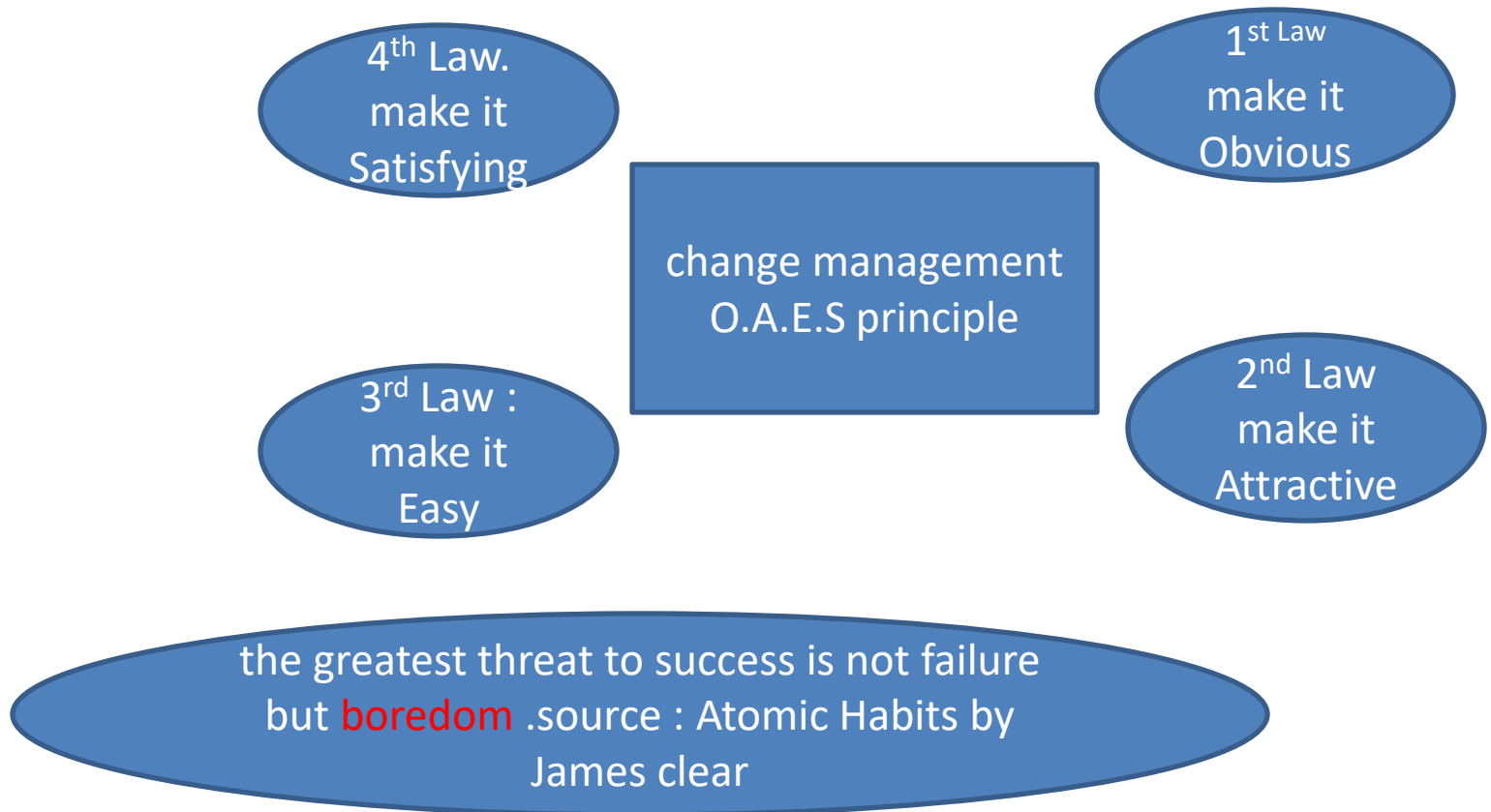
# The algorithm of Leadership skills

- The five domains of L. Skills



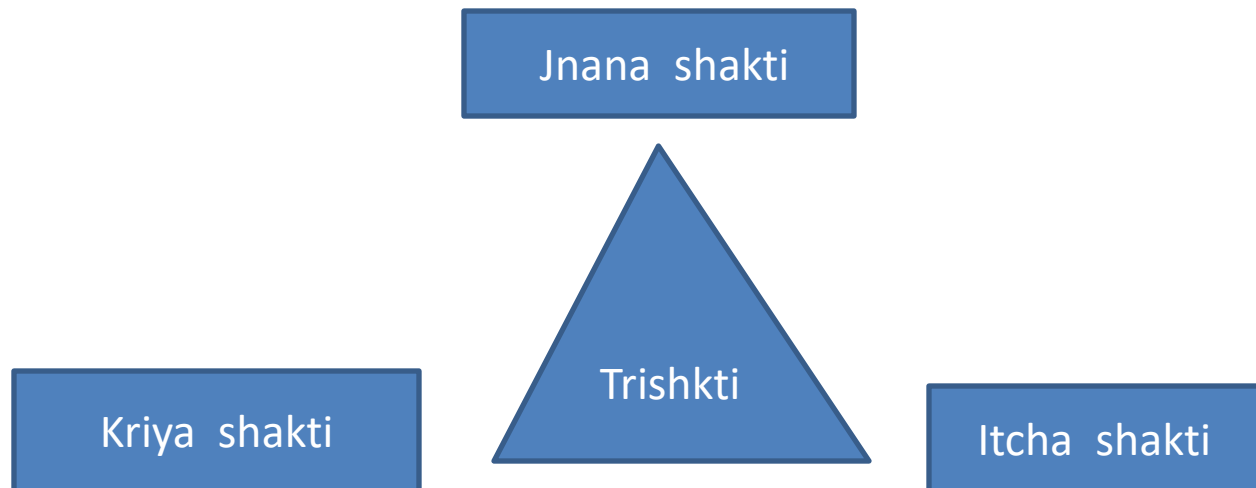
# Behavioural change laws

Goldilocks Rule: that humans experience peak motivation when working on tasks that are right on the edge of their current abilities. Not too hard, not too easy. Just right



# K.I. J Shakti .. Energy

- Right Brain (Kriya shakti) endows creativity, arts, intuitiveness, emotional quotient (EI)
- Left Brain ( itcha shakti) endows problem solving, mathematics, analytics, reading, speaking, writing, sequencing, verbal & written communication, visualization, abstract thinking
- Frontal brain ( Jnana Shakti ): The frontal lobes are considered our emotional control centre and home to our personality. It's involved in motor function, problem solving, spontaneity, memory, language, initiation, judgment, impulse control, and social and sexual behavior.



# Definition of CM

- Conflict management, also known as conflict resolution, involves having a workplace that precludes conflict and a management team that successfully handles and resolves workplace issues
- The aim for professionals in the workplace should not be to avoid conflict, but to resolve it in an effective manner. Employees with strong conflict resolution skills are able to effectively handle workplace issues.
- Individuals who handle conflict in a respectful, optimistic way create the chance for growth and learning within an organization.
- Communicating clearly, empathetically, and patiently leads to favorable outcomes and keeps professional relationships strong.

# CM Skills

- Examples of good communication skills include:
- Quickly Addressing Problems
- Understanding Reluctant Participants
- Formalizing Agreements
- Active Listening
- Leadership
- Mediating
- Meeting with Parties
- Modelling Reasonable Dialogue
- Negotiating Nonverbal Communication
- Open Dialogue
- Suppressing Conflict-Provoking Behaviours
- Teaching Positive Behaviours
- Written Communication

# CM Skills

- **Emotional Intelligence**
- [Emotional intelligence](#) is the ability to understand your own feelings and those of others, and to handle those feelings well.
- People who have high emotional intelligence are good at identifying and meeting the needs of others while taking responsibility for their own needs and feelings.
- A few ways they do this are:
  - Being Adaptable
  - [Being Analytical](#)
  - Asserting Feelings
  - Compromising
  - Showing Curiosity
  - Forgiving Transgressions
  - Helping Others
  - Identifying Triggers
  - Recognizing Improvements
  - Setting Ground Rules
  - Showing Respect
  - Modifying Behavior
  - Being Motivated
  - Being Optimistic
  - Being Self-Aware
  - Displaying Self-Regulation



# Conflict management

- **Conflict Management Skills**
- Active Listening. Active listening focuses on being attentive to what the other person has to say. ...
- Emotional Intelligence. E.I (*self awareness, self understanding, social awareness, relationship management*) describes the ability to perceive and understand other peoples' emotions as well as your own. ...
- Patience. ...
- Impartiality. ...
- Positivity. ...
- Open Communication.

# Conflict resolution skills

- **Avoiding**
- Avoiding is when people just ignore or withdraw from the conflict.
- They choose this method when the discomfort of confrontation exceeds the potential reward of resolution of the conflict.
- While this might seem easy to accommodate for the facilitator, people aren't really contributing anything of value to the conversation and may be withholding worthwhile ideas.
- When conflict is avoided, nothing is resolved.

# CMS.. Contd..

- **Competing**
- Competing is used by people who go into a conflict planning to win.
- They're assertive and not cooperative.
- This method is characterized by the assumption that one side wins and everyone else loses.
- It doesn't allow room for diverse perspectives into a well informed total picture.
- Competing might work in sports or war, but it's rarely a good strategy for group problem solving.

# CMS contd..

- **Accommodating**
- Accommodating is a strategy where one party gives in to the wishes or demands of another.
- They're being cooperative but not assertive.
- This may appear to be a gracious way to give in when one figures out s/he has been wrong about an argument.
- It's less helpful when one party accommodates another merely to preserve harmony or to avoid disruption.
- Like avoidance, it can result in unresolved issues.
- Too much accommodation can result in groups where the most assertive parties commandeer the process and take control of most conversations.

# CMS contd..

- **Collaborating**
- Collaborating is the method used when people are both assertive and cooperative.
- A group may learn to allow each participant to make a contribution with the possibility of co-creating a **shared solution** that everyone can support.
- Open ended questions are asked to people who created a problem as to how to resolve.

# CMS contd..

- **Compromising**
- Another strategy is compromising, where participants are partially assertive and cooperative.
- The concept is that **everyone gives up a little bit of what they want**, and no one gets everything they want.
- The perception of the best outcome when working by compromise is that which “splits the difference.”
- Compromise is perceived as being fair, even if no one is particularly happy with the final outcome.

# Leadership lessons from Swamy Vivekananda

- Believe in yourself :
- Dedication to work :
- Face the problem :
- Focus on the goal
- Motivator :
- Strong intentions and resolutions :
- Stay disciplined :
- '**Talk**' to yourself at least once a day. Otherwise you may miss meeting an '**excellent person**' in the world. ( *self introspection, self analysis , self reformation* )

# Be a master of your time & space

- Manage your time
- Cut short waste conversations
- Conduct enquiries with open mind
- Delegate your work and supervise
- Re engineer if things are not going well
- Obtain a M S ( SM ) degree with 75% grade to be a strong Leader .. A transformational Leader . A dependable Leader .



# Some basic doctrines

- Know thy self (S.W.O.T)
- Known to unknown
- Unknown to unknown to known (covid 19, demonetization – guessing the outcome)
- Simple to complex
- Periphery to core
- As you go higher in ranks , talk less- listen more
- Don't criticize your junior colleagues in front of others
- Ask open ended questions
- Start using words like “we” instead of “I”
- Take care of family, children, good friends, your health
- Do look into mirror twice a day for self reflection , self understanding & self reformation
- Be a change maker than a status –quoist
- Do conduct half yearly sports & games

# What are processes for us?

- Determination / focus
- Self denial
- Team building
- Efficiency & effectiveness
- Honesty & integrity
- Accountability
- Transparency

# Graduate from..

- You are the creator of your own destiny...the best leadership Guru.. Swami Vivekananda (1863 to 1902 )
- Status quoist to a change maker..as technology is changing with rapid speed & knowledge is not as fast.
- Learn, unlearn , relearn.. rename your training programs as **empowerment programs**.
- **Training vs empowerment.**
- Enhance the capacity building of your junior colleagues to be multi- taskers. ( . When you advertise do initiate such specifications )
- Do some thing better today than yesterday
- Remember you are the key planner & executor .

# Our leadership Gurus : Swamy Vivekananda (1863 to 1902), Abdul Kalam

- You are the '**creator**' of your own destiny..
- Arise, Awake and stop not till the '**goal**' is reached.
- '**Believe**' in '**yourself**' and the world is at your feet..
- '**Talk**' to yourself at least once a day. Otherwise you may miss meeting an '**excellent person**' in the world.
- All '**power**' is within you. You '**can do**' anything and everything. 'Believe' in that.
- Be a Hero. Always say , '**I have no fear**' .
- '**Difficulties**' help you enjoy success.
- *There are two kinds of people. ..those who give up & those who don't .*

# Linchpin .. Drive your career & create a remarkable future.. Seth Godin

- Between the Management and Junior colleagues , there is 3<sup>rd</sup> team called .. Linchpins.
- Linchpins invent, lead ( regardless of title) , connect others, make things happen and create order out of chaos.
- They figure out what to do when there is no rule book.
- They love their work and pour their best selves into it.
- Linchpins are the essential building blocks of great organizations.
- They understand a new way to resolve a conflict.
- In today's world they get their best jobs and most freedom .

# Achievement motivation

- Achievement motivation is **the need for excellence and significant accomplishment**, despite what rewards may be offered after the achievement has been met.
- **Best types of motivation for different activities**
- Reward-based motivation.
- Attitude motivation.
- Fear-based motivation.
- Creative motivation.
- Achievement motivation.
- Competence motivation.
- Power motivation.

# Successes & accomplishments

- Achievement motivation is a **social psychology term that describes when individuals are driven, inspired or stimulated by successes or accomplishments.**
- In the workplace, achievement motivation leads some people to be high performers who desire success—and fear failure.
- Atkinson's developed formula for achievement motivation entails three factors; namely,
  - motive of individual,
  - probability of success of a given task and
  - the incentives or reward given for that task.
- A.M directly influence everyday actions such as going to work, practicing a sport or hobby, studying for an exam, attending college and even shopping.

# Lord Nolan's leadership principles

- Your scoring from 1 to 10.. on :
- Selflessness : निस्सवार्थता nissavaarthata
- Integrity : अखंडता akhandata, ईमानदारी, सत्यनिष्ठा
- Objectivity : निष्पक्षतावाद , nishpakshataavaad
- Accountability: जवाबदेही , javaabadehee
- Openness : खुलापन , khulaapan
- Honesty : ईमानदार , eemaanadaar
- Leadership : नेतृत्व , netrty



# Determination by Govt & will power matters

- We understood the dynamics & followed the **Principle of Periphery to Core (Less resistance to severe resistance)**
- It was one the intense drives in the history of APSEB . Raids from 7.30 AM to 1.30 PM , followed by registering cases of power theft and installing meters.
- Gas Agencies were asked to open their supply chain.
- Politicians were duly informed not to encourage power pilferage.
- By 15 days the Revenue went up to to Rs 24 Cores from Rs 7 Crores. More than 75000 electricity meters were operationalized.
- Departmental action taken against the APSEB personnel who colluded with locals causing loss to the State Exchequer.
- It was a closely monitored drive by well trained , motivated officers & staff

# Strengths of IIT Mumbai

- KIJ principle .. BRAND EQUITY
- VISION : To provide an education that transforms students through rigorous coursework and by providing an understanding of the needs of society and industry.
- Participants list out why IITB is preferred in our country.....
- Solutions to today's problems: civil, mechanical , electrical, computer, metallurgical etc w.r.to our environment, power sector, alternate sources of power generation, infrastructure.. Speedy transport ..bullet trains S
- deep sea mining, storage & transport of sea food, community agricultural practices,
- space research , atomic energy , heavy water plants .,
- networking co related depts like Ganga rejuvenation, vis a vis pollution, deforestation, spatial mapping & alert generation ,
- control of crime , FRS, nation wide real time data transfer ,
- health sector, education , robotics, body health reading scans, non invasive sugar devises etc... Sky is the limit as young students are lateral thinkers

# Knowledge to wisdom (K.S.A...W)

- Knowledge decides what to say.
- Skill decides how to say
- Attitude decides how much to say
- Wisdom decides whether to say or not
- If we don't know, ask
- If we don't agree , discuss
- If we don't like it say it politely but we should not start JUDGING silently

# Growth of technology .. Knowledge..move forward

- Quote : “ the bane of modern civilization is that the growth of knowledge is unable to keep pace with the growth of technology “.. Kofi Annan

- Quote of Martin Luther King

“ if you cannot fly then run

If you cannot run then walk

If you cant walk then crawl

But keep moving forward “...

Quote of TS Eliot :

“Between the idea and the reality, between the motion and the act , falls the shadow.”

Walk the talk and avoid the shadow..


# Transformation through empowerment in AP & Hyderabad City police

- Six months in-house empowerment programme for compassionate appointees, followed by 2 months institutional skill building in 1998-99..phenomenal success. **Enhanced SQ levels** .( **small wins to big wins principle**)
- Creation of *response policing* Blue Colts & Rakshaks in cities across AP.. **That improved the response to dial 100** .( **small wins to big wins principle**)
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- **Citizen charter was prepared and institutionalized , survey of our public service delivery by RCEUS –Osmania University** ( **small wins theory**)

# Hyderabad city police two years trg 1997-99

- Objective: to make police men **respect people**. Shed colonial mind set .
- One week of vertical interaction of PC, HCs, Sis, Inspectors, ACPs,
- 15000 ranks. Post-empowerment checks ..very important
- **Survey of our behaviour by independent agency** : RCEUS Osmania University and by NPA IPS probs posing as civilians with complaints.
- Reengineering : focussed trg for the hard nuts
- Counselling
- Checking their family status issues..spouse / Children .. Extra marital relationships .. Used services of Psychologists for remedies

# Learning points..A,B,C,D,E

- Attitudinal changes : (graduate from Boss to Coach)
- Behavioural changes : ( understand every human resource need to be respected..A **coach** instils confidence & gets work done with love, **boss** demands for work)
- Character building : ( look into mirror.. Self understanding, self reflection , self awareness, self reformation; **self-denial process, speaking truth, honesty, trust-worthiness** )
- Disciplined performance: ( goal setting , time-lines, strategy, more from the same, same from the less concept)
- Efficiency & effectiveness : (**small wins theory**, motivational dynamics , weekly targets, fortnightly targets etc.. )
- 3Ts : ***Truth , Transparency , Trust*** 

# Assess your self on 1 to 10 scale of your ABCDE & 3Ts

- A
- B
- C
- D
- E
- 3Ts



# Four pillars of human behaviour..Clifton

- **Executing** : having the colleagues required to support a bank's strategy and making sure they are doing what the bank needs them to do to achieve its strategic goals. ...
- **Influencing** : Influence is the ability of an individual to transform and shape the opinions of others. Influencing at the workplace is a process of transforming the behaviors of employees. ..influence colleagues through your communication, policies and actions.
- **Relationship building** : strategies to build client support for a business and its offerings, and increase brand loyalty. Most often, relationship building occurs at the customer level,.
- **Strategic thinking** : Thinking strategically involves seeing the big picture, planning ahead, and putting thought into action, typically to gain a competitive advantage in business.

# Sec 6/ 19 of IIT Act 1961

- To provide for instruction and research in such branches of engineering and technology, sciences and arts, as the Institute may think fit, and for the advancement of learning and dissemination of knowledge in such branches.
- (b) to hold examinations and grant degrees, diplomas and other academic distinctions or titles;
- (c) to confer honorary degrees or other distinctions.
- (d) to fix, demand and receive fees and other charges.,
- (e) to establish, maintain and manage halls and hostels for the residence of students;
- (f) to supervise and control the residence and regulate the discipline of students of the Institute and to make arrangements for promoting their health, general welfare and cultural and corporate life; to provide for the maintenance etc
- Sec 19 : Duties of Registrar : (1)shall be the custodian of records,- the common seal, the funds of the Institute and such other property of the Institute as the Board shall commit to his charge.
- (2)The Registrar shall act as the Secretary of the Board, the Senate, and suct, committees as may be prescribed by the Statutes.
- (3) The Registrar shall be responsible to the Director for the proper discharge of his functions.
- (4) The Registrar shall exercise such other powers and perform such other duties as may be designed to him by this Act or the Statutes or by the Director.

# Your KSA ( knowledge, Skills, Attitudes )

- Positive out look ?
- Controlling emotions ?
- Acknowledging your colleagues expertise?
- Your concern for colleagues?
- Spotting good traits in colleagues?
- How good you are at listening ?
- How assertive you are?
- How empathetic you are?

# Learn, unlearn, relearn ..

- ***“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”*** “If you don't have a strategy, you're part of someone else's strategy.” .. Alvin Toffler
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- The importance of learning is that it helps the individual to acquire the necessary **skills** through learning and **knowledge** so that he can achieve his set goals
- **Attitudes** can be acquired : KSA

# The Learning points

- Thanks as you have started the clock for a change in your self, your work environs , colleagues, sister organizations
- your relations with family, friends and
- improving your organisation & its image
- Jai Hind . Mera Bharat Mahan

- Any questions??

# In my control vs Out of my control

In my control	Out of my control
What I give my energy to	The outcome of my efforts
The Goals I set How I handle challenges	The future, the past How others take care of themselves
My boundaries	What other people think of me
How I SPEND MY FREE TIME	What happens around me
How I speak to myself	The opinion of others
My thoughts and actions	The actions of others
My values & ethical parameters	Values & ethical content of my colleagues

Synergy .. Transform Boss TO Coach

# 12 Principles for 24 days a month for a happy, healthy & wise life

- **Being with nature** for 15 mts a day to get rid of stress
- **Be humane** – care for the weaker sections & have-not's
- **Be confident-** go beyond your comfort zone-confidence grows by exploring the unknown-visit exciting places with family
- **Be beautiful** by making others feel beautiful
- **Be wellness –oriented:** your body is your address : Earn your dinner: you will not touch your dinner unless you have exercised for the day
- **Be punctual:** mastery over time and life begins with mastery over the clock: on time-every time –all the time



# 12 Principles for 24 days a month for a happy, healthy & wise life

- **Be family –oriented:** to love & to be loved is the purifying experience : the language of love is touch-hug everyone in your family, at least once..other wise??
- **Be appreciative:** the need to be appreciated is one of the deepest human needs. We need each other- we can help each other-every day appreciate at least 3 people (KBR Park ex..)
- **Be self –introspective** for 5 to 10 mts a day: by choice, practice aloneness.. You see an excellent person in your self
- **Be learner-centric:** learning slows down aging. Learning stimulates intelligence.. Invest 25 hours in a month..there is no substitute to structured learning.
- **Be aspiring:** surprise your self by surpassing your own expectations
- **Have gratitude:** Gratitude is the mother of all **Virtues**. You are as rich as you are grateful for..

# Ease of doing business index

- The Ease of doing business index ranks countries against each other based on how the *regulatory environment* is conducive to business operation , *stronger protections of property rights*.
- Economies with a high rank (1 to 20) have simpler and more friendly regulations for businesses.
- India is ranked 63 among 190 economies in the ease of doing business, according to the latest World Bank annual ratings.
- India has improved its rank in **6 out of 10 indicators** and has moved closer to international best practices (Distance to Frontier score) on 7 out of the 10 indicators.
- **Singapore** is the first economy of the global ranking followed by Hong Kong SAR, New Zealand, the United States, Denmark, Malaysia, South Korea, Georgia, Norway, and the United Kingdom.

# Our countries wealth distribution

- The richest 1% Indian own 58.4% of wealth, the richest 10% Indians own 80.7% wealth.
- India is rich, but Indians are Poor.
- United Nation's World **Happiness Report**.. India was ranked 136 out of 146 countries in the 2022.
- *Why is India not the happiest country?*
- The country's chronic unhappiness is a result of many factors: rapid urbanization and congestion in cities,
- concerns about food security and water safety,
- rising costs of health care,
- women's safety,
- and environmental pollution, which itself is linked to poor mental wellbeing.

# Happiest countries in the world

- 1. Finland, 2. Denmark, 3. Iceland,
- 4. Switzerland, 5. Netherlands, 6. Luxemburg
- 7. Sweden, 8. Norway, 9. Israel, 10. New Zealand.

# Corruption in our country

- **About the Corruption Perceptions Index**
- The CPI measures perceived levels of corrupt practices in the public sector such as bribery, the use of public office for private gain, and the diversion of public funds. It does not measure how a country facilitates corruption elsewhere in the world.
- The CPI is a 'poll of polls' that collates and standardises data from 12 independent sources such as the World Bank, World Economic Forum, and the Economist's Intelligence Unit.
- India is the 85 least corrupt nation out of 180 countries,
- Pakistan is the 140 least corrupt nation out of 180 countries,

# Institutions to reduce corruption.

- i) Administrative Vigilance Division (AVD) in the Department of Personnel and Training
- (ii) Central Bureau of Investigation (CBI),
- (iii) Domestic Vigilance Units in the Ministries/ Departments/Public Undertakings/Nationalised Banks, and
- (iv) Central Vigilance Commission (CVC). Some suggestions given by the former Chief Vigilance Commissioner for effectively tackling corruption are worth consideration.
- ***Institutional Mechanism :***
- (1) Establishing the Lokpal institutions to deal with political corruption with powers of initiating action against central ministers and MPs
- (2) The Lokpal should have its own independent investigating and prosecuting agency without having to depend on the CBI.
- (3) The Lokpal should have legal powers to prosecute an accused minister in specially designated courts after a prima facie case is established against him by the Lokpal's own inquiry.
- (

# Our MPs having criminal charges..

- Nearly half of the newly-elected Lok Sabha members have criminal charges against them, a 26 per cent increase as compared to 2014, according to the [Association of Democratic Reforms](#).
- Of the 539 winning candidates analysed by the ADR, as many as 233 MPs or 43 per cent have criminal charges.
- The BJP has 116 MPs or 39 % of its winning candidates with criminal cases, followed by 29 MPs (57 %) from the Congress, 13 (81 %) from the JDU, 10 (43 %) from the DMK and nine (41 %) from the TMC, the [ADR](#) said.

# The graduation from ..

- Boss to... coach
- My pay check to... my purpose
- My satisfaction to ...my development
- My annual review (APARs) to... my ongoing conversations
- My weaknesses to... my strengths
- My job to ...my LIFE ( Living with Inspiration For Ever)



# People follow bosses / coaches than what they listen

- Practical exercise

# Some practical questions on L. Skills

- You are having your dinner , you receive a call from your Jr requesting some urgent medical help .. Your reaction pl
- You are in head office . An errant customer picked up a quarrel with your Br Manager .. Your reaction pl..
- You are in a serious meeting.. Your wife calls for urgent help..y.r.pl..
- You are in a private party where a defaulter tries to befriend you.. Y.r.pl..
- You are in office with audit party.. Your childhood friend calls for urgent help..y.r.pl..
- Your speech is low, & your colleagues don't understand what you are speaking.. How you need to improve without using words like “ I mean.. What I mean to say..etc”
- You are offered a % of money if you sanction a loan . Your spouse wants good jewellery.. Y.r.pl

# Leaders

- A leader is a person who leads a particular team and influences its team members to perform well and achieve the goal. Infuses **TRUST**..
- Leaders follow transformational process as they develop vision and find a way forward to achieve the goal. Infuses **conscientiousness**..
- A leader always looks after a **team**.
- A leader exhibits strategic view, team management, open mind and **promotes innovation**.
- A leader creates circles of influence and lead by inspiring.
- They mainly shape the **culture and drive integrity**.
- A leader mainly **facilitates the decisions**.
- A leader promotes change and **uses conflicts as an asset**.

# Managers

- A manager is a person who manages the organization or a project by planning, giving direction, maintaining coordination and control.. People work for them..
- Managers follow transactional process as they delegate tasks, meet objectives.
- A manager oversees a team.. Behaves like a boss- not as a coach..
- A manager exhibits organizational skills, management skills, problem solving skills and conformity.
- A manager creates circles of power and lead by authority.
- Mainly enacts the existing culture and maintains **status quo**.
- A manager mostly makes decisions.
- A manager reacts to change and avoids conflict.

# Graduate from Boss to Coach

- Coach management refers to a leadership style that emphasizes the consideration of colleagues needs, training ( empowerment) and development (growth), learning ( Delhi schools ex) and motivation..
- Coaching helps **business leaders build Emotional Intelligence (EI) (SA+SU+SA+RM)**, with greater self-awareness, empathy, and self-control .  
DMRC ex
- Boss management style relates more to the traditional approach to management with a strong top-down emphasis in which employees follow manager direction.
- While some work environments are conducive to the boss approach ( like in police), coach management has become increasingly prominent and valued in workplaces.
- **Coach accepts responsibility**, while a Boss assigns blame.
- A Coach supports employees in developing their plans, while a Boss gives them the plan and tells them to follow it.

# Ratan Tatas speech at Symbiosis, Pune

- ***Balanced life*** ( health, relationships, mental peace )  
and
- ***Successful life*** ( take leave, enjoy with family & children, enjoy Life as it comes )
- ***Please assess your self looking into mirror and give 1 to 10 marks :***
  1. health,
  2. relationships,
  3. mental peace,
  4. taking leave,
  5. enjoying value time with family & children,
  6. helping the needy ,
  7. concern for the have-nots,

# Trust economy

- The Trust Economy is changing who, what and how we trust. Our **global economy is transforming with it.**
- We need a new strategy and skill set to build trust effectively and win in the digital age.
- Digitisation in India is aimed to make India a knowledge economy and to bring good governance for citizens through the coordinated and synchronized engagement of the entire Government.
- Trusted digital technology platforms are powering the new economy. ... Trust has always been the core of our economy.
- A large country with a vast rural banking network

# RATAN TATA Model

- **5 leadership lessons we can learn from Ratan Tata:**
- He is a visionary. When he joined the group, it was barely doing any business outside India. ...
- He is known for his humility, and there are countless examples. ...
- He is a decision maker. ...
- He inspires people. ...
- He is a risk taker.



# Five domains of Leadership skills

- 1) **Setting clear Goals** / challenging when we don't have enough information
- 2) **Resources & Authority** : Does the team have adequate resources and authority to deliver on the goals.
- 3) **Skill and Will** : Does the team in the role have the necessary skills ( soft skills are often the biggest challenge) to deliver on the goals and
- Do they have the WILL to do it ? ( Depending on their level of motivation which determines Will, you need to customize ( Situational Leadership ).
- Biggest barriers to Will are 1) Inertia to Change
- 2) Denial and Projection of failure onto others
- 3) **Tolerating non performance** ( This has corrosive effect on morale)

# Five domains of Leadership skills

- **4) Review and Feedback** : Focus not only on the What part of the goal (% achieved) but also How part ( this helps avoid surprises) . Feedback has to be issue based and NOT person based.
- Don't avoid tough conversations , secure your manager alignment where you anticipate retaliation, use documentation, it always helps , as a Leader your actions are always under scrutiny and discussed between your direct reports.
- **5) Calibrate and Course Correct** : for eg : Covid pandemic , new information which wasn't available when goals were set.

# DMRC.. Lessons of excellence

- **Project design:** To ensure strong leadership, E.Sreedharan, a technocrat with a long history of service in the Indian Railways (IR) and a reputation for completing projects on time and within budget, was appointed as the chairman of DMRC.
- collaboration and **cross-learning** with Japanese partners was made an integral part of the project design. DMRC engineers were encouraged to learn **tunnelling technologies, management ethos, and value for time**, as well as other management techniques from their Japanese counterparts.
- DMRC rejected the idea to link its project's design with existing IR systems :

# You interact with...

- Colleagues..Juniors, seniors & batch mates
- Customers
- General Public
- Debtors
- RBI
- Legal advisors
- Courts/ tribunals / DRT
- CBI/ SEBI/ FIU/ SFIO/ ED/ DRI/

# MBA (mind , Bhuddhi, ahankar ..Ego)

- 7<sup>th</sup> chapter –Jnana Vignana Yoga :
- भूमिरापोऽनलो वायुः खं मनो बुद्धिरेव च ।  
अहङ्कार इतीयं मे भिन्ना प्रकृतिरष्टधा ॥ 4॥
- *bhūmir-āpo 'nalo vāyuh kham mano buddhir eva cha  
ahankāra itīyaṁ me bhinnā prakṛtir aṣṭadhā*
- BG 7.4: Earth, water, fire, air, space, mind, intellect, and ego—  
these are eight components of my material energy.
- 5 elements + m+B+a ( pl note B capital .. Bhuddhi to control  
mind and Ego
- Every successful leader has high intellect..He /she controls  
his/ her mind & ego to be effective.

# Brain(intellect) & Heart (mind) synergy..

- Brain has 86 billion Neurons. Heart has 40,000 neurons
- Heart (dil ) The mind has three basic functions: **thinking, feeling, and wanting.**
- The three functions of the mind — thoughts, feelings and desires — can be guided or directed either by one's native egocentrism or by one's potential rational capacities.
- Egocentric tendencies function automatically and unconsciously.

# Ego .. Ahankar (अहंकार)

- In psychoanalytic theory, the various activities of the ego, including perception of the external world,
- self-awareness,
- problem solving,
- control of motor functions,
- adaptation to reality,
- memory,
- reconciliation of conflicting impulses and ideas, and regulation of affect.
- One essential function of the ego, according to Freud:
- is **to synthesize all the impulses and energies of body and mind.**
-

# TRUST ..विश्वास .. Trust deficit..विश्वास की कमी

- It is not only trust deficit but it leads to various other deficits such as happiness, peace, contentment .
- so in life trust is the key factor.
- if you want to be good human being in life in all respects , then walk the trust and other values, as only these can bring happiness in your life.
- Imagine the scene of society if everyone trust others and others trust that one fully. Trust is not one way traffic but both ways.
- As we mature and learn more on how to live better life, the essence of this lies in imbibing the trust values more.



# Smile. मुस्कुराओ... Vs Rigidity ..कठोरता

- Studies have shown that smiling releases **endorphins**, other natural painkillers, and **serotonin**.
- Together, these brain chemicals make us feel good from head to toe.
- Not only do they elevate your mood, but they also relax your body and reduce physical pain.
- Smiling is a natural gift of God..
- SMILE (smile- motivated – initiative –to learn &..excel)
- **Rigidity** : In [psychology](#), **rigidity** or **mental rigidity** refers to an obstinate inability to yield or a refusal to appreciate another person's viewpoint or emotions characterized by a lack of empathy.<sup>1</sup>
- It can also refer to the inability **to change habits** and the inability **to modify concepts** and **attitudes** once developed.

# Mind .. How to control

- चञ्चलं हि मनः कृष्ण प्रमाथि बलवद्दृढम् ।  
तस्याहं निग्रहं मन्ये वायोरिव सुदुष्करम् ॥ 34॥
- *chañchalam hi manaḥ kṛiṣhṇa pramāthi balavad dṛiḍham tasyāham nigrham manye vāyor iva su-duṣhkaram*
- BG 6.34: The mind is very restless, turbulent, strong and obstinate, O Krishna. It appears to me that it is more difficult to control than the wind.
- श्रीभगवानुवाच ।  
असंशयं महाबाहो मनो दुर्निग्रहं चलम् ।  
अभ्यासेन तु कौन्तेय वैराग्येण च गृह्यते ॥ 35॥
- *śhrī bhagavān uvācha*  
*asanśhayam mahā-bāho mano durnigrham chalam*  
*abhyāsena tu kaunteya vairāgyeṇa cha gṛihyate*
- BG 6.35: Lord Krishna said: O mighty-armed son of Kunti, **what you say is correct; the mind is indeed very difficult to restrain.** But by practice and detachment, it can be controlled.

# Interpersonal effectiveness (IE)

- Interpersonal effectiveness, at its most basic, refers to the ability to interact with others. ... Attend to relationships.
- Balance priorities versus demands.
- Balance the “wants” and the “shoulds”
- Build a sense of mastery and self-respect.
- Four components : **competence,**
- **emotional intelligence,**
- **ethics, and**
- **mindfulness.**
- Competence is the ability to accomplish set goals.

# Interpersonal skills

- **Nine Tips for Improving Your Interpersonal Skills**
- Cultivate a positive outlook. ...
- Control your emotions. ...
- Acknowledge others' expertise. ...
- Show a real interest in your colleagues. ...
- Find one good trait in every colleague...
- Practice active listening. ...
- Be assertive. ...
- Practice empathy....

# Interpersonal communication

- Verbal, listening, written, and non-verbal communication
- Need to be able to communicate clearly and effectively with others both verbally and in writing.
- Listen in order to effectively comprehend what the customer is saying.
- Think before you speak to convey the correct message.
- Oral communication: involving speaking, from the words you choose to your tone of voice when you say them.
- verbal (speaking face to face), written (in a letter or an email, for example) or
- non-verbal (for instance facial expressions and body language). important in so many aspects of everyday life.. with family ..children.. relatives, friends.. .
- Don't speak ill of others: you will be booked some time

# Personal Attributes

- Be truthful to your self
- Manage your time. Don't say I have 'no time'
- Be empathetic. What I would have done if I were in his/her place. Respect women & take care of children . Women officers are excellent achievers & performers. Don't chastise subordinates in front of others. It de -motivates.
- Prioritize your goals and work out.
- Do spend value time at Home. No TV when dining with Children & Spouse. No cell phone viewing. Reduce whats app group participation.
- Do your workouts of 30 to 40 minutes walk , 20 minutes yoga, 10 minutes breathing & 5 min meditation. Keep holidays for your family. Laugh.. Smile.. Appreciate children .

# Delhi metro rail corporation 1995

- (a) complicated project design,
- (b) overall institutional arrangements,
- (c) challenges in imparting or acquiring new skills needed,
- (d) identification and selection of appropriate stakeholders for engagement, and
- (e) challenges stemming from unviable project financing

# DMRC ..a paradigm

- **Institutional setting.** The DMRC board of directors has absolute freedom to make technical decisions and depends on the government principally for funding and land acquisition
- A Japanese firm, Pacific Consultants International, and its joint venture partners were found to be most technically qualified for the job with the highest technical rank, and DMRC issued an acceptance letter
- DMRC could use the consultant and JICA's opinion as an excuse to be free from political and bureaucratic influences.



# DMRC..Skill transfer .relearning

- **Skill transfer.** DMRC made sure that its staff members were central to the project and did not rely overly on general consultants
- DMRC was able to reduce its dependence on external experts in phase 2 by deploying its personnel in consulting services and allowing them to have relevant technical experience from the start.
- DMRC established a training institute to pass on technical expertise from its own personnel to implementers of new metro projects in India.
- These efforts allowed DMRC to effectively ***accumulate technical expertise*** and systematically leverage it to establish a strong reputation.

# DMRC.. Multi stakeholder approach

- **Stakeholder coordination.** The ground had to be excavated, but beforehand a complicated network of water supply and sewerage pipes needed to be shifted or diverted.
- Cooperation and communication with other government agencies in charge of these utilities were necessary to get their buy-in and participation.
- Instead of requesting that utility agencies shift pipes and wires, DMRC offered to take the responsibility for the work.
- To increase collaboration, DMRC at times recruited retired personnel from utility agencies to meet with their former colleagues.
- The result was that work speed increased and that DMRC was able to ensure that disturbances to the public were minimized.

# DMRC.. Leadership & vision & HRD matters

- **Lessons Learned**
- A strong leadership and vision are key to successful implementation of such large and complicated infrastructure projects.
- Much of the credit for the success of Delhi metro project goes to one man, E. Sreedharan, the first managing director of the DMRC. He was a key agent of change with a ***well-deserved reputation for fearlessness and incorruptibility.***
- At DMRC, he ***created a work culture of punctuality, integrity, professional competence, and social responsibility.***
- His long-term vision in human resource development helped to shape DMRC's recognized brand and encouraged building systems for financial sustainability.
- **Public relations** was an area that DMRC strategically addressed from its early stages of implementation , without spending heavily on advertising. DMRC's success was a strategic approach to transparency and media engagement.

# Way forward.. Take home points

- *What are the new techniques you will deploy ?*
- *How do you impress your difficult boss?*
- *How do you take along your difficult colleague?*
- *What are your interactive points when you meet new recruits?*
- *LIFE IS BEAUTIFUL .. Live happily.. Know your “from & to” address*
- *$LQ = IQ + SQ + EQ + MS(SM) = TFL$*

# Empathy

- To feel empathic towards others is to listen keenly with the intent to understand their situation and offer them relief if possible. ...
- To gain empathy for another, we must listen with our mind, heart and ears.
- We want the other person to feel important so they can freely express their thoughts and feelings.
- Examples : covid , natural disasters , accidents, victim support . Concern for senior citizens etc

# NPA's

- A nonperforming asset (NPA) refers to a **classification for loans or advances that are in default or in arrears.**
- A loan is in arrears when principal or interest payments are late or missed.
- A loan is in default when the lender considers the loan agreement to be broken and the debtor is unable to meet his obligations.
- Canara Bank had gross non-performing assets worth **over 600 billion Indian rupees** ( Rs 60000 Crores) by the end of fiscal year 2021.
- *In most of cases, debt has been classified as NPAs where the loan payments have been outstanding for more than 90 days.*

# Reduction of NPAs

- Recovery through Lok Adalat, DRT,
- SARFAESI (the securitisation and reconstruction of financial assets and enforcement of security interest Act, 2002 Under the SARFAESI Act, 2002.. Where **the creditors are conferred with the right to seize the secured asset and sell off the same in order to recover dues promptly by-passing the costly and very time-consuming legal process through courts**) proceedings, filing Civil suit for recovery of dues, are the other methods of reducing NPAs.

# Speedy resolution of insolvency laws

- The introduction of Bankruptcy code (IBC.. To **consolidate and amend the laws relating to re-organization and insolvency resolution of corporate persons, partnership firms, and individuals.** To fix time periods for execution of the law in a time-bound settlement of insolvency (i.e. 180 days.) shall give greater relief to lenders in India as secured and unsecured creditors.
- On the asset quality, gross NPAs continued to remain at an elevated level of 8.93 per cent at the end of March 2021,
- Amalgamation of Syndicate Bank into Canara Bank was effected on April 1, 2020.



# Why debtors fail in India

- **Causes of non performing assets in banks**
- a. Ineffective recovery tribunal. ...
- b. Willful Defaults. ...
- c. Natural calamities. ...
- d. Industrial sickness. ...
- e. Lack of demand. ...
- f. Change on Govt. ...
- a. Defective Lending process. ...
- b. Inappropriate technology.

# Court delays..

- The [Insolvency and Bankruptcy Code](#) passed by the Lok Sabha envisages Debt Recovery Tribunals (DRTs) as the adjudicating authority for individuals and partnership firms.
- When originally set up, DRTs were expected to resolve cases within a limit of 180 days.
- But experience tells us that judicial delay is as much of a problem in the DRTs as with other courts.

# IBC 2016

- **Objectives of IBC**
- To consolidate and amend all existing insolvency laws in India.
- To simplify and expedite the Insolvency and Bankruptcy Proceedings in India.
- To protect the interest of creditors including stakeholders in a company.
- To revive the company in a time-bound manner.
- To promote entrepreneurship.
- To get the necessary relief to the creditors and consequently increase the credit supply in the economy.
- To work out a new and timely recovery procedure to be adopted by the banks, financial institutions or individuals.
- To set up an Insolvency and Bankruptcy Board of India.
- Maximization of the value of assets of corporate persons.
- Covers all individuals, companies, Limited Liability Partnerships (LLPs) and partnership firms.
- Adjudicating authority:
  - **National Company Law Tribunal (NCLT)** for companies and LLPs
  - **Debt Recovery Tribunal (DRT)** for individuals and partnership firms

# Basic traits of interpersonal communicators

- **The Challenger** : expect high standards & encourage continuous improvement. corrects persons undervaluing themselves or have blind spots.
- **The Expert**: knows the best way to approach a problem & possess requisite skills. Helps break complex challenges into manageable steps. Small wins theory.
- Lead by example. Source of inspiration

# Basic traits of interpersonal communicators

- **The Expert:** tries to focus on expertise. Adopts other styles. Don't be a compulsive advisor- some one interested in giving opinion rather than hearing another point of view.
- **The supporter:** has an acute eye for spotting & nurturing talent
- Sees the best in people.
- Gives praise & recognition easily & helps others unlock their potential
- Willing to trust their teams with significant tasks & allow them the space to make mistakes to learn along the way.
- Turning around poor performers or people judged harshly by others.

# Every thing is possible. Nothing is impossible

- Have this doctrine as a core value.
- Value based life reduces retirement blues. Extra medals after retirement: sugar/ BP/ Liver/ kidney problem/ sleep deficit / Heart issues etc
- Revision of AP Police Manual 2017 ( started in 2015 with one typist and one rtd officer .. Many hurdles. Division of AP state etc . Got it approved by Govt in 2017.)
- All 1100 Police Stations in AP follow the Manual enhancing their Public Service Delivery
- Be bold and be strong mentally & physically..
- No one can hurt you unless you want to be.

# New Education Policy 2020

- New Policy aims for Universalization of Education from preschool to secondary level with 100 % GER in school education by 2030.
- NEP 2020 will bring 2 crore out-of-school children back into the mainstream.
- New 5+3+3+4 school curriculum with 12 years of schooling and 3 years of Anganwadi/ Pre-schooling.
- Emphasis on Foundational Literacy and Numeracy, no rigid separation between academic streams, extracurricular, and vocational streams in schools; Vocational Education to start from Class 6 with Internships.
- Teaching up to at least Grade 5 to be in mother tongue/ regional language.
- Assessment reforms with a 360-degree Holistic Progress Card, tracking Student Progress for achieving Learning Outcomes.
- GER in higher education to be raised to 50 % by 2035; 3.5 crore seats to be added in higher education.
- Higher Education curriculum to have Flexibility of Subjects.
- Multiple Entries / Exit to be allowed with appropriate certification.
- Academic Bank of Credits to be established to facilitate the Transfer of Credits.
- National Research Foundation to be established to foster a strong research culture.
- Light but Tight Regulation of Higher Education, single regulator with four separate verticals for different functions.
- Affiliation System to be phased out in 15 years with graded autonomy to colleges.
- NEP 2020 advocates increased use of technology with equity; National Educational Technology Forum to be created.
- NEP 2020 emphasizes setting up of Gender Inclusion Fund, Special Education Zones for disadvantaged regions and groups.
- New Policy promotes Multilingualism in both schools and HEs; the National Institute for Pali, Persian, and Prakrit, Indian Institute of Translation and Interpretation to be set up.

# Linchpin .. Drive your career & create a remarkable future.. Seth Godin

- Between the Management and Junior colleagues , there is 3<sup>rd</sup> team called .. Linchpins.
- Linchpins invent, lead ( regardless of title) , connect others, make things happen and create order out of chaos.
- They figure out what to do when there is no rule book.
- They love their work and pour their best selves into it.
- Linchpins are the essential building blocks of great organizations.
- They understand a new way to resolve a conflict.
- In today's world they get their best jobs and most freedom .