

Transformational Leadership .. graduating from Manager to Coach

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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

It's The Manager Moving from Boss to Coach- Jim Clifton , Jim Harter

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*)

Teams Role play on 7 principles

- Pl write down all the 7 principles & give your true marks out of ten.
Be truthful

The chain is as strong as its weakest link

- The quote is often used to describe how the success of a group depends on the success of each individual member.
- It can also be used to describe how the strength of a chain is limited to the strength of its weakest link.

Source

- The quote appears in Thomas Reid's *Essays on the Intellectual Powers of Man*, which was published in 1786.
- Practical exercise:

Graduate from failure to success

- Failure is simply the opportunity to begin again, this time more intelligently
- Success is walking from failure to failure with no loss of enthusiasm
- The biggest mental block is to overcome boredom by repeat efforts..
Self hypnosis is the answer
- Officers will narrate their **failure to success stories** in their life

Efficiency- effectiveness

- Team dynamics role play

The 34 Clifton strengths of leaders

- Dr Don Clifton (1924 to 2003) postulated : “what would happen if we studied what was **right** with people ? Arrange in 4 compartments: 1. **Executing**, 2. **Influencing** , 3. **Relationship Building**, 4. **Strategic Thinking**

ACHIEVER	COMMAND	DELIBERATIVE	HARMONY	LEARNER	SELF-ASSURANCE
ACTIVATOR	COMMUNICATION	DEVELOPER	IDEATION	MAXIMISER	SIGNIFICANCE
ADAPTABILITY	COMPETITION	DISCIPLINE	INCLUDER	POSITIVITY	STRATEGIC
ANALYTICAL	Connectedness	EMPATHY	INDIVIDUALIZATION	RELATOR	WOO
ARRANGER	CONSISTENCY	FOCUS	INPUT	RESPONSIBILITY	
BELIEF	CONTEXT	FUTURISTIC	INTELLECTION	RESTORATIVE	

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)

Sharpen the saw..7th 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.

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

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

“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 police 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 2nd 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.

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**)

Time lines

- How often we say: I will call you 2/ 5 minutes. How often you forget to call back
- Close your eyes. Stop clock.. 2 minutes
- “Buy more time” philosophy : in task completion/ accomplishment. Hurrying up results in mistakes

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 .

Role of Garrison Engineers

- Garrison Engineers are responsible for the design, construction, and maintenance of the infrastructure of the Indian Armed Forces.
- They also manage the supply of water, electricity, and other services to the armed forces.

Responsibilities

- **Infrastructure:** Design, construct, and maintain buildings, airfields, dock installations, and military roads
- **Services:** Manage the supply of water, electricity, drainage, refrigeration, and furniture
- **Technical management:** Manage the technical aspects of the electric supply system
- **Cantonment boards:** Serve as an ex-officio member of the Cantonment

Exercises on Critical thinking

- Critical thinking : Critical thinking is a kind of thinking in which you
- question,
- analyze,
- interpret,
- evaluate and
- make a judgement about what you **read, hear, say, or write**. “able to judge or discern”.
- Deep fake what's app messages, Govt vs NGO figures on Poverty, Bonded labour etc

To be a better critical thinker

1. **clarify** your thinking purpose and context
2. **question** your sources of information
3. **identify** arguments
4. **analyze** sources and arguments
5. **evaluate** the arguments of others and
6. **create** or **synthesize** your own arguments.

Practical Problems

- Acute water crisis during summer
- Brach of a canal that supplies drinking water in your jurisdiction
- Power failure- generators are not functional- there is information of impending terrorist attack
- The newly constructed ammunition depot / building is leaking : have you thought of new technologies – lateral thinking exercise
- The electrical supply is erratic. How do you solve

Exercises on 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.

Ex : konkan a 760-kilometer rail line /DMRC railway (E.Sreedharan is known as the "Metro Man of India" because of his role in building the Delhi Metro and the Konkan Railway. He is credited with transforming public transportation in India), Vande Bharat (Sudhanshu Mani)

The Metro man Sreedharans' success story

- **Meticulous Planning:** Every phase of the Delhi Metro project was carefully planned with clear timelines, budgets, and goals to ensure that the project stayed on track.
- **Advanced Engineering:** The use of innovative technologies, such as advanced TBM machinery, was crucial to navigating Delhi's challenging geological conditions.
- **Scientific Project Management:** Tools like CPM (critical path method) and PERT(Program Evaluation review Technique) were used to optimize task execution, monitor progress, and mitigate risks effectively.
- **Commitment to Safety and Quality:** Dr. Sreedharan's emphasis on safety, quality control, and sustainable practices ensured that the project not only met its objectives but also adhered to the highest standards.

DMRC

- **Community Engagement:** Transparent communication and involvement with local communities helped manage public expectations and minimize disruptions during construction.
- **Innovative Financing:** Multi-source funding, including international loans, ensured the financial feasibility of the project while optimizing costs
- Quality testing of all materials
- Culture of excellence & efficiency by Intensive Empowerment & skill development
- Delegation, supervision & accountability
- Selecting right type of TBM (Tunnel Boring Machines) that suit soft / hard & rocky soil).. the ultimate

Tests of Creativity

- Tests of creativity measure not only the number of alternatives that people can generate but **the uniqueness of those alternatives**.
- the ability to generate alternatives

- **Artistic creativity:** Creating a painting, song, book, or website
- **Scientific creativity:** Developing a scientific theory
- **Problem-solving creativity:** Finding new ways to solve problems
- **Inventive creativity:** Creating a new product, like an airplane or missiles, drones
- **Teaching creativity:** Sharing knowledge, skills & imparting attitudes
- **Learning creativity:** Expanding your knowledge and understanding (restricting 5Cs: Cricket, cable TV, Chatting, Cinema, Cell phone ..)

The Lateral thinkers.. New paradigms

1. Three reasons why people are motivated to be creative : need for novel, varied, and complex stimulation
2. Need to communicate ideas and values
3. Need to solve problems
4. Embrace scientific project management tools helped optimize time lines, resources & project execution
5. The combination of Scientific planning, technological innovation, financial prudence, pro-active risk management

Exercises on Communication

Communication : Communication skills include the

- ability to listen,
- speak, and
- convey information through body language,
- facial expressions, and
- tone of voice.

Effective communication skills can help you

- build relationships,
- build trust, and convey professionalism.

Communication Skills

- **Nonverbal communication:** Using body language, facial expressions, gestures, and tone of voice to convey meaning
- **Active listening:** Paying close attention to what others are saying, and asking questions to show interest and understanding
- **Empathy:** Understanding and sharing the feelings of others
- **Verbal communication:** Using spoken language to exchange information
- **Sharing feedback:** Providing constructive input to others, and accepting critical feedback
- **Written communication:** Using concise and precise language to convey ideas clearly
- **Confidence:** Believing in what you are saying, and showing credibility

Exercises on Collaboration

- Collaboration and communication skills are the ability to work together to achieve a goal, and to exchange information, ideas, and feedback.

Importance

- Collaboration and communication skills are essential for academic, professional, and civic success.
- They help people identify needs and opportunities, and create solutions.
- They help people build relationships and create a work environment where everyone feels included and respected.

Collaboration

- Strategies
- Foster open communication
- Encourage feedback
- Embrace diversity
- Celebrate small wins
- Use technology effectively
- Hold regular team meetings

PREVENT, FORECAST, PROTECT, PROVIDE, PURSUE

- Prevention exercises
- Forecasting likely issues including disaster relief
- Protecting vital installations
- Providing immediate / alternate reliefs.
- Synergy with all civilian & military establishments
- Pursue persistently
- Own up the Institution

Your learning points

MES officers

- Integral multi-disciplinary team of architects, civil, electrical and mechanical engineers, structural designers, quantity surveyors and contract specialists for planning, designing and supervision of works.
- Synergy : working hand in hand with the Civilian & military establishments
- Do call on the concerned officers of civilian establishments. Invite the SP, DM, Dist HQ Hospital Superintendents, metro Chiefs, Municipal authorities, water works officers etc for your annual days/ special occasions.