



The banner features the 'play to potential' logo on the left. To its right are contact details: a WhatsApp icon with the number '+91 85914 52129*', a Twitter icon with '@PlayToPotential', and a globe icon with 'playtopotential.com'. Further right, under the heading 'Also available on:', are icons for Spotify, Apple Podcasts, and Google Podcasts. On the right side of the banner is a portrait of a man in a suit and glasses, identified as 'Podcast Host Deepak Jayaraman'. At the bottom left of the banner, a small note reads: '*Just send us a Whatsapp with your name, number and email and we will add you to our distribution list.'

Context to the nugget conversation

Manjari speaks about the art of investigation and interrogation. She first speaks about how the approach of investigation is often very different depending on the context of the crime. She goes on to speak about the role of empathy while conducting an investigation.

Transcription

Deepak Jayaraman (DJ): I understand. And going back to one of the things you said where, again as a layman, you said the riot case, the investigation of a riot case is different from a murder case, from a rape case. One is sort of the legal element. What is different from an approach perspective, in what ways?

Manjari Jaruhar (MJ): So, a murder case sometimes... there are different kinds of murders. It could be the murder of a husband, a murder of a child, a murder of an acquaintance or murder of a person even unknown lying on the field. So, first thing is to identify the person who has been murdered, then you have to find out why he has been murdered. Was there some kind of an enmity or was he responsible for creating a situation in which people could not tolerate what he had done. A husband could be murdered, it could be any reason, some liaisons are there, that's why he has been murdered. The murder of a woman has also a different connotation. Is she murdered for dowry? Is she murdered because the in-laws are unhappy with her or the husband doesn't like her and then there is the murder of a child, I have seen it, that is also very unfortunate. I have written, I think, maybe I am... I have not probably written about this in the book that how parents were standing at a bus stand to go home early in the morning, they were visiting their home in the village, they were standing at the bus stand and with their five-year-old child, a beautiful child, very fair and good looking. And one person who came and swooped and picked up the child and went and murdered him and severed his head and offered it in the temple. So, between the bus stand and the temple there was hardly not even half a kilometre, I mean, the parents could see he was carrying the child and he had murdered. In the morning, the call came so I went, I mean... this is another kind of a murder, what is the... there is no enmity, there is nothing, this is blind belief or something. The crowd had already gathered, picked up that man and beaten him and beaten him so hard that he was unconscious, he had been taken to the hospital. Now, my job as a police officer is to save that person because he is an accused who should be put up for trial. But let me tell you that day, I did not bother, I really did not bother about telling the doctors save him and put him on IV and all, I said, let him die. I mean, I was also so charged and the doctors told me that, you know, he has got so much of head injuries, there is hardly any chance and you are in a remote village in which a dispensary has been put so I just let it be. So, every murder case is different and how is a murder case different from a riot? In a riot, a situation builds up. Two people are fighting with each other and the situation is building up and then they did not want to kill anybody but in the heat of the moment you do a

fight or something, arson takes place, and they burned houses or they burned cars, they burned buses and all and in that somebody may be killed. So, that is not premeditated murder; that is a murder, which has happened in a riot. So, you have to treat this murder as part of a riot case. And then there is that rape and murder; you have already read so much about it I am sure in the social media.

DJ: I wanted to pick up on this art of interrogation, and in a way given the work I do in the corporate side, I used to be a recruiter earlier, and one of the things you are trying to do is to really, you know, people are always telling you nice things about their journey etc., but your job is to sort of get to the absolute truth, what actually happened. Give us a sense of, if you had to talk about the art of interrogation, what are some of the techniques or practices that let's say the business world could learn from the forces?

MJ: So, the police force is quite given a bad name because of their interrogation techniques, that of course is there. And, we try more and more not to get into this. But I will not say that we would have never used it, that harsh interrogation techniques were not used. But let me tell you one thing, there are a lot of... now, of course, we have NARCO tests etc., which can help you, lie detectors and all are there. But your question about genuine interrogation to find out the truth, some of the practices.

DJ: True, what are some of the practices which can be replicated, which we can learn from?

MJ: So, one thing I feel is that every person who has committed a crime wants to hide the crime. And maybe perhaps, even in your world, they may not always be ready to tell you the truth about their careers and all. But it is our job to find out the truth. So, you have to persist and you have to win the confidence of that man, that you are ready to help him if he comes out. Hardened criminals will not come out even out of that, they will not tell you, and that is maybe the time when people think that maybe third degree or whatever you have heard of works. Now, third degree is also not possible because these things are now not only looked down upon but every police station has cameras and the social media, the minute a criminal is arrested, the entire Press comes, the TV comes and all and even in my times when social media was not there, these things if you give a license to then it doesn't stop. So, your question is how to find out? I would say that it is also an experience. From experience also you learn, like you can say after asking 5-10 questions that this man is telling a lie, that this man is not telling a truth. So, you have to also build up your own capacities about interrogating and trying to find out the truth because every time the intention is to come to the truth, to reach the truth. What is it this is bothering. And if you are a good interrogator, or if you are counselling somebody and all you would have become an expert, you would have counselled so many people, you can judge that this man is not telling you the truth, but you have to persist. And at one point of time, he will break down and tell you. And in that situation empathy is very important with the person whom you are talking to. Like for a criminal, to talk about his family, his wife, his child, your child is at home, he should be harassed, what do you think, if he will go to school everybody will talk about you, why don't you come out clean? Sometimes, these things also work and people do tell you the truth; they can tell you the truth. And very often people do a crime in the heat of the moment and they are remorseful and they confess, they confess, but unfortunately confession to a police officer is not admissible. So, we have to find for other evidences to support his confession. And in a murder case if a man confesses that yes, I did kill him and I threw my clothes there, then that evidence becomes very admissible because it is evidence leading to discovery of a fact after the confession, which is admissible. So, if a firearm, he has used a katta or a sword or what do you call a hasua to kill somebody and that instrument is discovered as he says and there are blood marks then that gets admissible and his confession to me also gets admissible. So, in the corporate sector, I think you have to build that skill and you have to reach the truth and people will

break down if you keep on continuously asking that why did you do it and empathise with that person. Empathy, I think, is I would say is important with that individual.

DJ: It's a great point, actually, in these situations, empathy is not... very often you would think that there isn't a need for empathy because you are...

MJ: Questioning him...

DJ: ...questioning him or her, but it is interesting that when you bring empathy then it is easier for the person to start trusting you and...

MJ: Yes, personally Deepak, I think, empathy is something which I would really put a lot of emphasis when I am thinking back with you and in your kind of situation empathy will bring a big... will play a big role because this is what now I am doing. When I am counselling younger people, I put myself in their shoes and try to understand things from their perspective, so that helps. When I am a mentor to some girl, I don't only start talking about her work, I go beyond her work. Where is she coming from? What was she doing earlier?

DJ: Understanding their world and relating to their world?

MJ: Umm, hmmm.

Reflections from Deepak Jayaraman

DJ: I love the point Manjari makes about the criticality of empathy while conducting an investigation. When I go back to my days as a Search Consultant at EgonZehnder, some of the best interviewers were those who would listen intently in the conversation and during the conversation, ask the next level of question. The second or the third level of questioning would often reveal the key insight that we are looking for. Sometimes, tuning into a person's body language and saying something edgy might open the floodgates. For instance, if it is an individual recounting their career, and their voice dips when she talks about a certain stint. We would make a provocative statement. Something like – "So it looks like it was not a good stint". Very often that would open the floodgates of confession as one of my colleagues would say it. The key point being, it is about listening very intently not just to what the person is saying but the body language that comes with it.

Thank you for listening.

End of nugget transcription

RELATED PLAYLISTS YOU MIGHT LIKE

Listening: When you talk, you are only repeating what you already know. But if you listen, you may learn something new". This is a quote by Dalai Lama. Several leaders talk about their experiences with listening and how they have grown with it. More specifically, leaders also reflect on the criticality of listening when transitioning into a new context. You can access the playlist [here](#).

Context based Leadership: You can access the playlist [here](#).

Lessons from another domain: What can the world of business learn about communicating intent from the Army? How is handling customer feedback similar to how a Stand-up comedian handles heckling? What are the parallels between business strategy and chess? What can the world of business learn from other worlds? You can access the playlist [here](#).

SIGN UP TO OUR COMMUNICATION

Podcast Newsletter: Join 1000s of leaders who benefit from the Podcast newsletter. Not more than 1-2 emails a month including keeping you posted on the new content that comes up at the podcast. High on signal, low on noise. Sign up for the podcast newsletter [here](#).

Nuggets on Whatsapp: We also have a **Podcast Whatsapp distribution group (+91 85914 52129)** where we share 2-3 nuggets a week from the Podcast archives to provoke reflection. If that is of interest, please click [here](#) and send a message stating "INTERESTED". Do also add this number to your Phone Contacts so that we can broadcast our messages to you when we share a nugget.

Manjari Jaruhar - Nuggets

- 95.01 Manjari Jaruhar - Leaving the past behind
- 95.02 Manjari Jaruhar - Raising an independent girl child
- 95.03 Manjari Jaruhar - The art of investigation
- 95.04 Manjari Jaruhar - Dealing with grey
- 95.05 Manjari Jaruhar - Staying positive
- 95.06 Manjari Jaruhar - Managing dual careers
- 95.07 Manjari Jaruhar - Taking charge in a new role
- 95.08 Manjari Jaruhar - Driving human transformation
- 95.09 Manjari Jaruhar - Finding your style as a woman

About Deepak Jayaraman

Deepak seeks to unlock the human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

Disclaimer and clarification of intent behind the transcripts

This written transcript of the conversation is being made available to make it easier for some people to digest the content in the podcast. Several listeners felt that the written format would be helpful. This may not make sense as an independent document. Very often spoken word does not necessarily read well. Several of the guests have published books and the language in their books might be quite different from the way they speak. We request the readers to appreciate that this

transcript is being offered as a service to derive greater value from the podcast content. We request you not to apply journalistic standards to this document.

This document is a transcription obtained through a third party/voice recognition software. There is no claim to accuracy on the content provided in this document, and occasional divergence from the audio file are to be expected. As a transcription, this is not a legal document in itself, and should not be considered binding to advice intelligence, but merely a convenience for reference.

The tags that are used to organize the nuggets in the podcast are evolving and work in progress. You might find that there could be a discrepancy between the nuggets as referenced here and in the actual podcast given this is a static document.

All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means, or stored in any retrieval system of any nature without prior written permission.