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## Context to the nugget conversation

Manjari speaks about how she manages to stay positive despite the nature of her profession that brings her in touch with a lot of human suffering. She also speaks about how she has managed to compartmentalize the various elements of her life.

## Transcription

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Deepak Jayaraman (DJ): I was also curious, in a profession like the police you come in touch with a lot of human suffering, if I may?

Manjari Jaruhar (MJ): Yes.

DJ: Sort of the negative end of the human condition. How do you as a... how have you managed your mind to stay positive especially when it comes to being a mother, when it comes to being a wife, when it comes to who you are outside of work? I am sure this has an impact on who you are as a person. So, how have you... talk to us a little bit about how you have managed your mind through this journey.

MJ: Mind. So, unlike, because my husband is also a police officer and I have seen mostly male officers dealing with things, I feel that I am a very emotional person. Like, if you ask me to talk about my father, probably my throat even now will get very constricted and I will have tears in my throat, but at a crime scene if something has happened to a wife or a mother, or something has happened which is unusual and there are emotions involved in the people who are undergoing that, who have experienced that crime, it affects me. And often tears come to my... mine and I have written very openly in the book also that I have cried with the people. I think, that certain emotions in life are universal and whether it happens in Bokaro or it happens in USA, it will be the same emotion. So... and I don't hide my emotions because it comes naturally to me. So, my officers also get sometimes very stunned that why is madam crying. If I have a woman clinging to me and saying save so and so or my child has died then my natural instinct is to cry with them. But when I come back home and I have my own child clinging to me that pick me up in your lap and all, I somehow did not transfer that emotion to the home. I did have that ability to leave it at home. And recently when the book came out, my daughter-in-law asked my son that did you know that this has happened and this happened with your mother and all. They said that no, amma never brought these emotions home. So, we were quite sheltered from these emotions, and I think that was another mother's instinct at that time. I wanted to shelter them from my own life, which was not consciously, but I did not want to bring all those stories home and let them get affected. And also, I was very protective about them and I identify, somebody asked me, if you were to have dinner with somebody whom would you have dinner with? I said, I would like to have it with Michelle Obama. That person asked me why? I

said, I think, that I identify with her, I read her book and I said she also came from a... she came from a very different background, then she gets plummeted, she was very highly educated, she gets plummeted into becoming the wife of the Prime... of the President of the United States but how protective she was about the children, how the security staff should not overwhelm the two girls. In the school, they should not be made to feel that they are something special and they should not be intruding into their lives; all the time her concern is for the children in one part of the book. The other parts are of about her professional. She herself is a very professional, but that I really identified that as a President of a country, she is also so affected by what should happen to her two girls. So, I was also very particular that my children should not be influenced by the trappings of my power. You see, when I am in a district, I am like a king over there, everyone is like, DG is, SP is coming, SP is coming, red vehicle is there with a red light and I have security around me and all. If I went to a school, everything was cut off. I will not go as an SP to the PTA meeting. Many people will do it today; they will go in a uniform to show their strength there, but I will never go. So, I like them to be sheltered that they should not imbibe these extra powerful feelings that they are the SP's children or they are a police officer's children, they should be brought up the way we were all brought up. And in a district, you really become a very powerful person because the position we are holding. As a DIG of Patna, you can imagine what it was. Now, you have to keep the children sheltered. So, I think, that I was able to close my official uniform and my official feelings when I came home and I did that consciously; I did not want to do it, put the children through this.

**DJ: Staying with that ma'am, that would have taken a toll on you? That sort of creating a wall at some level also creates a little bit of pressure. How did you handle that? What did you how did you, you know, what was your mechanism to stay sane in maintaining two separate compartments?**

MJ: I think, my husband would have helped, he would take charge of certain things because there were often days when I could not come home or there were days when I was out the whole night in the initial years of my career when I am handling the field. Later on, I go to the Police Academy and it is different, but those pressures I could discuss with my husband and there was no other way of handling. I mean, it is quite isolating when you are in the district and you can't talk to everybody about the pressures you are going through. So, if my husband was posted with me, because very often we were posted separately, but I really did not have a mechanism to handle and yes, it was a lot of pressure. But one thing I like to tell working women is that their home should run on an autopilot. Like I had in-laws staying with me or I had lot of guests coming in because they needed help, they needed support. So, the household should be geared in such a way that the meals are available, the children are looked after...

**DJ: The dependency on a woman is limited, the dependency is limited?**

MJ: Limited, that when I come home then everything is in place. So, for that, you know, you have to make that effort to find somebody who is... and I have heard a lot of women officers talk about this and I think I imbibe that also from them that you must have some proper help at home and don't be dependent on the police help that which is like some form of oddities and all. Spend a little money and have people who are really your own and who can travel with you from one district to another or from one posting to another. And when you come home, things are in place. You don't come home and then start cooking and then looking after the child, then you spend some quality time with the children, see their homework whether they have done, whether they have had their food and all instead of now giving them a bath, giving them this. So, you have to balance it in that way. And this has to be a conscious decision that you don't carry the pressures of the office to your home.

## Reflections from Deepak Jayaraman

DJ: It is interesting that Manjari speaks about the fact that she is a very emotional person. Very often, when we look at people at the top in these kinds of position, we think of a Leader who is wielding power in a cold and calculative manner.

I had the opportunity to speak with Jennifer Garvey Berger (JGB), a leading Executive Coach and Author based in the UK. I asked her about the paradigm of leadership we would need in the future.

*JGB: "I think that leaders in the future will need to respond not to the short term but to the long term; we are seeing that right now, not to the disconnected but to the interdependent. I think leaders will need to respond with their whole selves, their mind, their bodies, their emotions and to the whole selves of other people, their minds, their bodies and their emotions and in a much clearer way away from competition which has often fuelled humans and organizations and into a deep sense of interconnectivity because here we are all together and trying to find a way for all of us to thrive is going to be every leaders' job into the future."*

*DJ: And as you look around Jennifer any role models you see while it is still early? Any role models of leadership that you see emerging as you see different people deal with this crisis that's in front of us?*

*JGB: I mean, I have a bias here, but I am just finishing a blog today that highlights Jacinda Ardern, the Prime Minister of New Zealand who has had to face more crisis in her time as prime minister than other New Zealand prime ministers had to in many, many years, and I find her blend of clarity, humanity and experimental approach, I find that refreshing and incredibly helpful and hopeful for what great leadership looks like in the future."*

DJ: As Jennifer says, we all need to embrace our emotions in our respective roles, not shut them out.

Thank you for listening.

## End of nugget transcription

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Nugget from Jennifer Garvey Berger that is referenced: [The Full Conversation](#).

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### **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](#).

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