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Context to the nugget conversation

In my experience of having worked with leaders, I have realized that outcomes often depend on the mindset of the coachee than the skill-set of the coach.

Transcription

Deepak Jayaraman (DJ): Over your career, I am sure you have seen several instances where criminals have turned a corner and have become improved human beings. What have you learnt about driving mindset change in humans, you know, in your case you probably see a very, it is almost very often a 180-degree turn, right, where people for a set of reasons end up committing a crime, but I am sure over your career you have also seen people who have reformed and have turned the corner. So, do you have a sense of what it takes to transform people?

Manjari Jaruhar (MJ): Deepak, this question, I don't think I am competent to answer for the simple reason that it is very difficult to reform a hardened criminal. I don't think that I came across a case like that that later in life I met a person who has reformed and he has become good. My experience is a little different. There was a... I can only talk about a petty criminal; he was a petty criminal and we needed a resource person. So, sometimes these criminals only become your informers. So, I thought that this man would become an informer, he is intelligent so I used him to woh jo bolte hai mukhbir, he is coming to give me information and he did give me some very good information about some of the dacoities etc. which had been committed. But very soon I heard and in so much so that I would allow him to come to my home office, when my home office was a very segregated place because of the children and the children were always with me. I never allowed these kinds of people to come to my house because you never know how what they are coming, they may see the children, I am living alone, everybody knows that I never allowed... so much so that this fellow would come to the gate and say that he has come. I would allow him to come to the office to give me information because he was giving very good information. One day, I was told that this guy is collecting money on the highway with a country made pistol, so I was quite taken aback. I was not very sure that the officers in charge are maybe putting me off track by telling me this experience or maybe they feel that madam has now an upper hand, she comes to know about a criminal about a crime even before we know, and she is on an upswing so maybe he is saying like that.

So, the other people did not know that he was my informer and he started... but people were wondering how madam comes to know about these things, where is her information coming because I have to catch... on the basis of this information I have to share with the officers in-charge and my subordinates to reach those criminals about whom he is giving me information. So, they came and said that this man is collecting money. Then I realised that they may be thinking that he is collecting money for me, who knows it can be interpreted like this. So, I said, okay, if he is collecting

money and you think he has a pistol then you arrest him while he is collecting the money. And sure enough, this man was one day arrested on the highway with the pistol and the money and these people brought him to the office with the pistol in his pocket. He was wearing a kurta and a dhoti and he comes to the office with the pistol and the money in his hand and he was very sheepish, he could not say anything, I said, I did not also say anything to him, I said, just go and lock him up. So, he was locked up. So, I have really not come across any person who gets reformed, but I have heard that now there are organisations which reform criminals and then I hear so many NGOs working in this field, but in my days, I could not come across any; I have no experience of this.

Reflections from Deepak Jayaraman

DJ: In my experience of having worked with leaders, I have realized that outcomes often depend on the mindset of the coachee than the skill-set of the coach. Marshall Goldsmith (MG), one of the experienced Coaches out there talks about it quite eloquently. When I spoke about his key to success, he attributed it to “Coachee selection”

MG: “So, I made a chart. On one dimension time spent with Coach Marshall Goldsmith and the other dimension is called improvement. There seem to be a clear negative correlation between spending time with me and getting better and I thought that this is kind of a humbling chart. I go and talk to my client who I spend the least amount of time with who had improved the most, Alan Mulally. Alan was CEO here in the United States. Unbelievable, probably the best leader in the world in the last 20 years, at least corporate leader. So, I said Alan, of all the people I coached, you improved the most, I spent the least amount of time with you. I showed Alan my chart. I said, Alan, how this chart looks, you never met me, you have really been good. So, I said Alan, what should I learn about coaching? He said Marshall you got one challenge customer selection. You pick the right customer, you always win, pick the wrong customer, you are never going to win. And he said don’t make coaching about yourself and your own ego and how smart you think you are, think about the great people you work with and how proud you are of them and he said the CFO in my job wouldn’t act different, I don’t design cars or build cars or sell cars. I meet great people and every day I tell myself leadership is not about me, it’s about them.”

DJ: The one question I am asking more and more at the outset these days is whether the Coachee wants to put in the work and I am not sure about it, I am beginning to lean away from those opportunities.

If you want to dig in more into this space, you might like the Curated Playlists – Driving Change or Coaching. You can go to playtopotential.com and find them in the Curated Playlists section of the website.

End of nugget transcription

Nugget from Marshall Goldsmith that is referenced: [Choosing Coachees and link with ROI](#).

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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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