



Guest

Ricardo Sunderland is an author and a CEO Transformational Coach with Egon Zehnder, a global leadership advisory firm. In this podcast, we discuss his latest book, "The Energy Advantage, How to go from managing your time to mastering your energy,"

Ricardo's life's purpose is to help leaders connect to and manage their energy to become humane leaders. He coaches senior leaders to help them bring coherence to the way they lead, and to help them reach their full societal impact. In addition to his coaching work, Ricardo collaborates with Board's Chairs and Nominating Committees during their CEO and C-suite succession processes.

Context to the conversation

Welcome to 103rd conversation at the Play to Potential Podcast, a series of reflective conversations on Leadership, Transitions, Careers and Life. A podcast which brings together a combination of insights from local journeys and global wisdom.

As you know, we have been going through a phase of connecting the dots rather than collecting new ones over the last few months. Now, we want to gradually get back to the long-term journey of collecting new dots and having more guests.

I am your host Deepak Jayaraman. While podcasting accounts for 10-20% of my time and effort, my primary vocation is that of an Executive Coach and a Discreet Sounding Board with CEOs/Entrepreneurs. I engage with leaders and organizations with a growth mindset and help them play to their unique potential. You can learn more about the podcast and my work at www.playtopotential.com.

While there are 1000s of podcasts out there today, I feel we are one of the few if not the only podcast where we slice a conversation into smaller pieces and arrange them by theme. To get a sense of what I am saying, please visit <http://www.playtopotential.com> and see the Curated Playlists section.

Our guest this time is Ricardo Sunderland – a Partner in the San Francisco office of EgonZehnder, a Leadership Advisory firm where I spent 6 years before setting up my own practice. Ricardo has recently authored a book. – The Energy Advantage. The book gets into how we can bring mental, physical, emotion and spiritual energy to play to our potential! The book is published by HarperCollins and is available on Amazon and most other popular online and offline distribution channels. Without further ado, lets dive in to our conversation with Ricardo.

Transcription

Deepak Jayaraman (DJ): Ricardo, thank you so much for making the time to come on the Play to Potential podcast. I have heard so much about you from Vivek Khemka and many of the other colleagues. So, it is wonderful to be talking to you.

Ricardo Sunderland (RS): Deepak, thank you so much for your time. I have been a fan of Play to Potential. And I am even more happy to be able to talk to an alumni of the firm.

DJ: Absolutely. And congratulations on the recently published book, "The Energy Advantage". How is the book doing, Ricardo?

RS: Happy to report, Deepak, it's going really well, it is still very early stages because we launched on June 4th but based on what we are hearing from e-commerce platforms and from brick-and-mortar bookstores it is all... it is going now all over the place so can't complain and of course your programme I am hopeful that it will help for the continuation of its story.

DJ: Lovely. Before we discuss the book, Ricardo, and I am curious about the arc of curiosity of people, how they become curious about this topic. Just talk to us a little bit about how this book and even how did you become curious about energy and how did you end up writing this book?

RS: You know, I think it was at the beginning intuitively, I wasn't really that much into energy about a decade ago. I started to become even more aware and curious of it because I was very keen to try to help leaders change. And when I started to understand what holds them back, their belief systems and sometimes their emotional systems, their fear systems, you start to realise that there is something stuck in them that until it shifts, you really won't be able to unlock the potential that they are longing to achieve and they are longing to meet. As you are starting to learn how it feels, you have to feel it to know, then you start to see that it is not thoughts that are holding people back to shifting their mindset, it's shifting their energy that once it starts to move, once it starts to go from stock to unstock, they are able to actually truly change their personalities. So, then you start to become very curious, what is this thing about energy and what are the different kinds of energy that we all humans have? So, I am starting to then to start to become curious about Eastern philosophies and our Western culture and how to be able to create a bridge between one and the other would be able to help connect the four buckets of energy that we have as humans. I was experiencing very clearly the mental and the physical energy, the thinking and the doing, which all leaders are experts on, they have trained themselves for many years, and they have become very successful. However, there is a compartmentalisation depending on cultures and depending on the organisation on when it comes to integrating emotions into the workplace. So, the emotional energy, I started to see as something essential for leaders to be able to then not just continue to be more happy in what they do but also to be able to thrive given how the world has changed. Before it was a complicated world, in a complicated world, we set direction and leaders, so not leaders set direction and people execute. But the world is no longer complicated, it is complex and in a complex world you need to shape context as Professor Linda Hill sets very clearly in her book "Collective Genius" and to be able to shape context you need to change the way that you lead, you need to become more vulnerable, you need to start to integrate emotionality and however to integrate the heart it is not easy to do in

a world that believes that integrating heart into the workplace makes you look weak. So, there... here is where spirituality comes in and I talk about this in the book; that's nothing to do with religion. It is one's journey to be able to connect to your original energy and that makes a stronger heart. And when a stronger heart has the right qualities, then nothing can stop it and then it allows for the right integration of the four energies: the thinking, the doing, the feeling and the being to be able to create humane leaders. I needed to start to become very curious on each of these different buckets of energy, how to be able to work with each, how to be able to integrate each in a responsible way. And over the course of these last 10 years, you end up integrating this and starting to first experiment with clients who were courageous along with me and now I feel very comfortable that this is the way to be able to help again leaders be not just even more successful but happier anytime anywhere at work and at home.

DJ: Lovely, and I want to pick up on what you said about Professor Linda Hill in the book. You say that leadership today is much more about shaping context than setting direction. Can you say more, it's... again, there is a lot that's sort of packed into that sentence but I am curious...

RS: Yes, there is a lot, a lot on that, I remember, and I quoted in the book when I was having a workshop with Linda and we were having this with Jane Fraser at that Citigroup and Jane was taking copious notes when she was actually saying this... mentioning about shaping context and I asked Jane, why are you taking all these notes? And she said, this is the kind of leader that I want to be and that's first time that I hear this term and to your point, I want to become more curious about it. Shaping context allows... basically what it means is that a leader can feel very comfortable in saying I don't know. And when this kind of vulnerability, you can enable psychological safety in the organisation. When there is psychological safety, people will trust you more, they will share more information with you so you can co-create together. When you can co-create together, you can enable the future in your organisation, you can realise what you can do and what you cannot do. You are able to create experiences together that are not possible by one leader alone. And with that, you can change the environment in which the company performs and you change the context that your organisation is growing and thriving. Am I answering your question?

DJ: Yeah, yeah, yeah, I hear you. Actually, as a matter of fact, Amy Edmondson was on the podcast as well where we sort of spoke about psychological safety in-depth so that's a term that resonates. I hear you. It is about setting the right climate and sort of, I mean, another person I spoke to spoke about mindset of a farmer rather than a machinist. So, you sort of create the right soil, create the right conditions and then the crops will flourish and the outcomes will come rather than just push, push.

RS: Totally right. You create... you create... in the system, you create the conditions for the energy to flow and when you are in the zone you connect to the creative power of the system, the leaders and its teams. Through that... in that place not only you can lead from that place, you can create from that place and from that place you can change the context in which your organisation lives and thrives.

Reflections from Deepak Jayaraman

DJ: Another insight I learnt in this context was from Professor Tarun Khanna of Harvard Business School, who has written a book titled TRUST which speaks about leaders in emerging markets need to build trust with the ecosystems they operate in. Tarun says that these leaders often don't have

established markets that work for them. So, they need to build trust with the ecosystems they operate in to get things done. They need to create the conditions to create, he says.

TK: *"Imagine there is a lady in Harvard comes here at HBS coming up with an idea she has access to some unbelievable supporting infrastructure there is pools of risk capital there are used to taking risk, they know how to measure risk they know how to deal with the unfolding of risk in different ways they know how to price assets in that environment there are intellectual property, experts and lawyers who can value intangibles in ways that we just don't know how to do it in the developing world because we don't have the experience sets yet. There are so many universities pumping out talent in different ways, you can always find if someone is willing to work on your start-up who has the different skillset that compliments your own, there are logistics providers, there are consulting firms and every level of sophistication, there are bankers of all sources specialized in big amounts of money and small amounts of money, there is arbitration specialist there's bankruptcy specialists there is an array of people who are just there to essentially create a foundation on top of which you can do your startup. Now, go to Bogota or go to Bangalore even and I am very active in Bangalore as an entrepreneur myself and as a provider of risk capital and you are an entrepreneur and unless you are doing some very specific things for which the infrastructure exists by and large none of these conditions that I mentioned really exist to the depth and sophistication that you would like it to so it falls to the entrepreneur to either choose the very circumscribed set of things that is possible to do with that de minimis infrastructure and otherwise you stay away with many things which is not optimal from societies stand points or you take those things on but then it's incombate upon you to compensate for the absence of all this supporting institutions so this compensation for the absent soft and hard infrastructures what I refer to is creating the conditions to create and its an onerous ask for the entrepreneur but that's a fact of life but I think you better of recognising the facts of life than staking you hand in the sand ostrich like."*

DJ: Bringing it back to what Ricardo says, leadership especially in emerging markets is much more about focusing on setting the right climate, internally or externally. And that's a new muscle that a lot of leaders have to build deliberately.

DJ: Let's get into the book, Ricardo. Your book centres around seven levels of the human energy field. You say the first four are physical, emotional and mental and the next three are spiritual. Just sort of give us a sense of the architecture of how you think about human energy and also this term human energy field. I have studied these terms in physics textbooks, but it was interesting to sort of use the energy field being used in the human context.

RS: Well, as you can imagine, connecting to your question on how I got curious about energy, one of the areas that I started to explore is the human energy field. I first got to learn about this from my energy teacher Lynda Caesara. Lynda, in her own unique way, introduced me to the work of Barbara Brennan. Barbara, she is a former scientist who later became a healer, answering to her true calling. When I started to learn about the human energy field, which in other parts of the world can be known as the aura, she started to realise that each of these layers, each of these levels has a very specific frequency and governs very specific experiences in our lives. If you are able to attune to each of the different levels of the human energy field, you can start to separate intentionally how you are going to work with each energy. So, for example, the first layer of the human energy field takes care of physical energy. So intentionally, what you do is you work with physical energy with the intention to feel pleasure. Why? Because as we were talking about energy, energy gets stuck in the body. So, when you are able to start to feel your body, when you are able to feel it with the intention to feel pleasure, you start to awaken the antennas in your body. When you are able to awaken them, you

start to then feel the emotions that are going through your body or the emotions that get stuck through your body. So, it is essential to awaken the physical energy within your body. If you are tired, if you are restless, if you don't eat well, if you don't breathe well, it is going to be very difficult to connect to the other layers of the human energy field intentionally. So, whenever I start a programme with my clients, we always start there breathing and trying to help them integrate, connect well with their body so that they can feel the intake of energy and the outtake of energy in their bodies. As an example, second level would be a felt sense, the love of self. If you connect well with your body, you will feel how integrated are you or not with yourself. The gap that we have of love amongst ourselves can tell us how self-confident we are, how much we need to prepare or not for whatever we do.

So, when we are connecting to love of self, which is layer two, what I let my clients know is that there is always a gap emotionally, and we are born with our hearts completely full and our heads completely empty, as Gabor Maté says. Then life gets in the way. And that's where the short circuit starts and we start to become less aware of our energy.

So, level number two is about love of self. When we are able to feel our bodies, we will be able to have greatest awareness of how much connected we are within ourselves. When we are properly connected, when we are connected and have a healthy relationship with ourselves, then it connects to level three; level three is clarity of thought. When we are in a positive relationship with ourselves, our ability to think amplifies and our clarity of thought allows for us to be able to prepare less, to be able to create more and the flow of energy from the way that we think and we solve things multiplies. Fourth level is about creating a proper and loving relationships with loved ones. So, if you can imagine, when we are in a positive relationship with the people that we love and that they care for us, we don't bring that burden into our thinking. So, if we are in positive relationship with us and in positive relationship with them, our clarity of thought amplifies incredibly. Imagine if you have an electric blanket and a cushy cushion and you are in a place where everything flows. Sometimes my clients would say, Ricardo, it is like magic. What's going on? I am able to think and I am able to solve things in a way that I never ever was able to before. I don't need to prepare as much as I need to. When we get to this point, it is what I call the physical realm, both physical, emotional on level two and level four, and then clarity, the clarity of mind, then it allows for us to be able to connect to the spiritual energy, which you may choose to do or not. Sometimes clients have an issue with secular organisations, and they will roll their eyes whenever I start to get them connected to spirituality, and I let them know that has nothing to do with religion. It is our ability to be able to reconnect to our original bliss. It is the journey that we go and that we unpack so that if we were to get that energy that we have stuck in our lives unstuck, and we can connect to that original energy to that essence that we came to this world. As I shared, we come to this world with our hearts completely full and our heads completely empty, then our ability to be able to create comes from a different place, from a place deeper within us. So, level five talks about truth, our purpose, how connected are we with why we are here for? And if we can be able to hold the spoken word anytime, anywhere, and we can speak about our truth, as you can imagine, if we are in a good place and relationship within, and if we are in good relationships with our loved ones, we are actually more confident, more stronger for us to be able to speak around truth anytime, anywhere. And when you are in that place, your ability to connect to your purpose amplifies, discovering amplifies. Level six, then it's about to be able to learn how to nourish your inner self. As much as we need to eat, sleep, relax, we also need to nourish our soul. So, how purposefully are we connected to nature, to a sunset, to music, what gets you connected to energies that are essential to us, like gratefulness, forgiveness, hope. And when we are able to do that, then of course, level six completely impacts our ability to feel more caring about ourselves. We can feel more compassionate about ourselves and forgiving ourselves. And

then the last level of energy, it is about leaving in understanding the true power of creation and it is from this place that we can be able to create the most wonderful ideas as they are connected to the deepest wiser sense within. How to be able to peel these onions differently than the onion. When you peel an onion, the onion centre is empty. When we are able to peel the human energy self, what we find in there is our true essence and everyone one of us has a true essence. And whenever we can find it and we can lead from that place, as some of my clients do if they choose to go this far, then incredible things can happen. That's where you can lead from a place of immense energy. We have unlimited energy and there is only 24 hours in the day.

DJ: I am curious, at multiple levels right, one question that is emerging in my head is, is each level a prerequisite for going one level deeper in the sense, is it fair to assume that I need to sort of have worked on level one and be in a good place for me to access level two and so on. I am guessing there is a sort of a... the way you have sort of stacked them up, there is a certain journey that you take clients through.

RS: Yes, yes. Stacking it up just I am doing it in the purpose to trying to understand each of them but it is not, it is not a cascade approach. You can start, in fact, you need to work in all of these layers in parallel. If you do, you will be able to start to feel your body, then connect to your inner self, and then at the same time clarity of thought amplifies, that serves as a resource and then through love of self you start to connect deeper with your loved ones and at the same time you start to find your purpose, your depth, your truth, you start to use forgiveness and compassion and you start to create. So, it all starts to...

DJ: It's like a fly wheel?

RS: Like a flying wheel, exactly. It is just... it is just to try to make it accessible, it was important for me to be able to do it in a way that it can be explained in discrete levels and also to make it credible so I could use stories that could make it come to life because otherwise it is such an abstract topic that it was difficult to be able to explain in a small book, which is the intention.

DJ: Got it. I think one of the pieces you mentioned about feeling the emotion through the body. I was talking in this podcast to Jennifer Garvey Berger, who I think also does a lot of work with Egon Zehnder.

RS: Yes.

DJ: And she speaks about that, right? She says that very often emotions, we feel them before our mind thinks of them.

RS: Yeah, yes.

DJ: So, can you give us some examples of tuning into emotion through the body just for the purpose of listeners. I find that to be very powerful. So, if there is a story or two about that, then that would be wonderful.

RS: Yes, absolutely. I recently did a talk at the World Happiness Summit in London. There were about 1,000 participants and I walked them through a brief meditation in which I invited them to just close their eyes and through a very small breathing, to just visualise, and maybe your audience can do the same, just to visualise an event in their lives, which they were incredibly happy and incredibly grateful for. And once I was able to feel that they were in that moment, I asked them to place their left hand in the part of their body where they actually feel the joy of that event, and Deepak, it was beautiful to watch a thousand people or close to a thousand put their hand in the part of their body where they actually feel that joy and you could see that everybody put their hand in different places. It is... the heart is not necessarily in the heart when it comes to joy. Some would put it in their head, some would put it in their chest, some would put it in their stomach, some would put it in their jaw. And I invited to do the same to connect an image of sorrow. And sorrow lives in different parts of our body as well. When you know where sorrow is in your body, when you know where anger is in your body, when you know where happiness is in your body, you can start to then know how to connect to the physical feeling of the emotion of each of these emotions which is very helpful. Tuning in and tuning out of joy and sorrow, it is a choice. One, that it is easier to know when you do it through your body because the mind can play many tricks on us, like Jennifer would say. But the body would always speak your truth. How you are able to help leaders, for example, learn how each of these emotions lives in their body allows for them to be able to then when the event is happening, then you can create freedom of choice. Anger, for example, it is a very powerful emotion. When it is not done by choice, it can be destructive. When you do it by choice you can, for example, create boundaries and boundary setting in these very big leaders it is essential for them to be able to create space so they can be able to understand what gives them and what takes energy away and protect their time. So, these are just simple examples of what do I mean and what you are asking me to help the audience understand. What do I mean by feeling the emotions or the energy in your body, yeah.

DJ: Lovely. Another term that intrigued me or your take on the term, which was sort of thought-provoking, in the book you say that professionalism means acting in ways that take us away from our original personality, from our humanity, and therefore can block access to energy. And I thought that was a very interesting take on the word. Professionalism is often used in a sort of a... you need to adopt professionalism, it's sort of a brainer kind of a thing when you join the workforce but you have a slightly nuanced take on the word. So, just talk to us about what you mean here.

RS: What I mean by this is that sometimes we believe that we need to go through life with a professional persona, it is a bit of a shield. And then we come with this belief that you actually can compartmentalise your life. You can have a shield at work and be professional and you can take that shield off and be at home and be more personal. One of the things I do, Deepak, when I coach my clients is I create a personal supporting system, I coach their families too. That's why I can work with a level four of the human energy field. So, I coach the spouse, the husband, and the kids. For example, I ask the kids, what takes energy away from mom? What takes energy away from dad? What do you think they answer when I ask them this?

DJ: Disagreements?

RS: Work. A hundred percent of them will say work. Probably more than a thousand of them I have talked to. So, there is this belief that it is a flawed belief. We actually believe, and there is a spillover between home and work and work and home. No matter how good we think we are in putting this shield at work or at home. When my clients are able then to understand that this shield actually holds them back to be able to be the boss that can shape context, for example, or the father that

could be able to show vulnerability as strength at home, then we start to figure out what is it that's holding them back to take this shield off. Because also, that shield is there for reason. It is not necessarily something that it is part of the culture of the country or part of the culture of the work. It has to do also, to complete the answer to your question, it has to do with everybody's story. We all have a story. We all have a wound and we are all protecting ourselves to feel how we felt when we decided to protect ourselves and start to creating this shield. It is important to be able to help them discover the original, the roots of this so that they can feel comfortable, again, level two, so that you can start feeling more comfortable about yourself, more confident, more loving to yourself, so that with that level of assurance you can start to let go off that shield that actually it takes a lot of work. If you can take that off, then your ability to have more freedom of choice and where you are giving energy and what energy you are willing to give, it is more purposeful.

DJ: Wonderful.

RS: That's what I mean by that.

DJ: I was touched by the term you said about working with the family because in the work I do, I very often speak to siblings and spouses and children to gather feedback on the leader I am working with and I have seen people use the word, the phrase team coaching in the context of coaching the leader and the leadership team but it is wonderful that you are sort of working with the leader and the family and that's a team as well; that's probably a more important team in a lot of ways. That's wonderful, that's something... that's the first time actually I have heard somebody talk about that, it is very, very interesting. How did... can you talk a little bit about that? Just that how do you carry the family along because it sort of seems like a very fresh way of thinking about driving change?

RS: You know, when you start to get into the story of each person, each has a unique struggle in their lives. All these big leaders, they have all gone through struggles, which is why they are so resilient in their ability to take so much responsibility and still be functional and thrive and feel. As I started to go deeper into the story, it is quite difficult to help a very successful person change. How to find a right hook, a loving hook, and I started to realise that many of these leaders, they are not, there weren't that in need to change for their companies, but for their families they would do anything. So, when you start to see how much the words of a loving person, how much an insight. I will give you one example. I was recently talking to one of the daughters of one of my clients, and she actually told me that... I asked her, when you are walking with your dad during the weekend, just give me an example of what he does and who's your dad? And she said, well, my dad's an artist. And he runs a very big organisation. I was like, tell me more. Yeah, my dad's an artist. When he is with a camera, he is able to find the most beautiful things and designs and he can create the most beautiful photographs. I was like taken so much by this insight, which is seen by the eyes of the daughter. And then when I spoke to him and I told him, can you bring the photographer to work, he was like, what do you mean? Because according to your daughter, you can find beauty in everywhere you go. And as he started to realise and discover how to bring the photographer into the office, rather than sometimes, you know, certain rigidity in his way of solving things, he kept, of course, his ability to structure and solve things because that's a superpower. But he started to see more beauty that was compartmentalised in a weekend and started to bring it home... and started to bring it to the workplace. So, those were the things that when you start to connect through this hook, then you start to see that it is a beautiful connection that allows for people to change because they are inspired, because they are... they feel loved, because they... then it takes a lot of the burden and the threat of the pain that you have to go through to be able to change because there is no shortcut. You always have to feel the emotion that made you close in the first place, which is not joy, nor love.

But if you can do it in a non-threatening way and then with the intention to help become a better father or a better mother and as well a better leader, I just found that it is, again, it is level four who connects with level two and then level three amplifies and you are starting to connect more with your energy and you are allowing yourself to get that stuck energy to be unstuck.

Reflections from Deepak Jayaraman

DJ: A related point that comes up in these situations is that instead of wearing a mask of professionalism, we are true to ourselves in the way we come across the various ecosystems we interact with. But that begs the question, true to which self. The past self, the current self or the future self. Jeffrey Pfeffer (JF) of Stanford speaks about this.

JF: *"This goes back to this whole thing about authenticity, you need to be true to your inner self or your true self, but I would hope that most human beings are on a journey of learning and development and that Deepak at your current age, whatever that is because you look amazingly young to me, is not exactly the same person as Deepak a 10 or 5 or 20 or 25 or 30. My hope would be, from our conversation, my belief would be that you have been on a journey of learning and self-discovery and that you have been on a journey of growth and development, and so that therefore, when you say be true to yourself. If you are really true to yourself, you are basically not going to be on a journey of growth and development because you are going to say I have to be true to my one-year-old self which basically does not use the toilet. That is an extreme example but you get the point. The point is just that as you have evolved, as people learn, I believe in the redemption of souls, I believe that people can forgive, I believe that people can develop, I believe people evolve, at least I hope they do, and so as they evolve, their values, their beliefs, their behaviors, everything would change. I do not think that is being authentic, I think that is called learning."*

DJ: If you wish to dig in deeper into this theme, Members can go to playtopotential.com and access more than 20 nuggets on Authenticity from multiple speakers over the years.

If you are seeing value in the podcast, do take a moment to rate and review on Apple, Spotify or wherever else you consume the content. When we started podcasting 2016, people didn't even know that this category existed, esp in India. Now Podcasting is a bit like what blogging was 10 years back. Every-one has a podcast these days. But we are proud that we are taking an artisanal view with this podcast and we might be the only ones where we break down a conversation into smaller content pieces that we call nuggets and further re arrange them by theme into Curated Playlists. Do visit www.playtopotential.com to get a sense of what I am saying here.

Let's get back to the conversation with Ricardo.

DJ: I want to go back to the spiritual dimensions, Ricardo. We... when we hear about the physical, we hear about the emotional, I think, spiritual as you rightly said very often a) it is confused with religion and b) it is often seen as a, you know, in a highly rational space, like in the workplace, spirituality is often seen as something that's irrational, something that's not scientific. Can you just sort of bring it to life for us, just maybe just that spiritual dimension, those three levels, and how that can unlock significant value for leaders in organisations and communities?

RS: Yes. I guess the one that's the most difficult to go through, it is level five. So, maybe I go there and I'll try to simplify. As I was sharing, level five is about embracing the spoken word. It is the power of the spoken word when you are speaking your truth. I am constantly asked, so what is your truth? And we all have a purpose in life. Each one has a different purpose. When you are connected to your purpose, it serves like an energy compass. You know when you are aligned to your purpose or you are in the right path of discovering your purpose because then you get energy in everything you do, mostly. You know when you are misaligned to your purpose because you feel that you are losing energy in everything you do. So, it's good to recalibrate your course. As you are starting to get closer to your purpose, my purpose in life is to connect leaders to their energy and became more humane, and you go deeper to it, my purpose is to elevate consciousness. So, then knowing that is very helpful for me to avoid any noise or unnecessary noise in my life's journey. From that place, I can speak my truth, I can write a book, I can declare what for me is truth or not, which doesn't mean that I am right or wrong, just allows me for me to be able to give a point of view that I can share very openly with my clients, and then it is my client's choice to take it, to take it or leave it. But then I can hold confidently a space where I don't feel dependent on the other, and I can share very openly in spirit of service, my truth, which is connected to my purpose. Every system has a purpose, every person has a purpose. When you are able to connect from that place and you can speak from your truth, then you start to become coherent and there starts to become coherence between your head, your heart, and yourself, and your essence. When you are not in that place, there is dissonance. It is like a radio station. Maybe you are 88.1 and maybe I am 96.5. When you are connected to 88.1, whenever you feel that, you feel you are in the zone when you are there, almost like you hear music coming and you can't believe that you were able to jump that high or make that result. It is like you are almost like a superhuman when you are there. Rarely where we are in 88.1 or 96.5. How to be able to sustain it, that's how it starts to help us to have this compass. Of course, coherence from that place allows us to be able to be in a good relationship with ourselves, level two. When we are in that place, we are in coherence. But it is now a different dimension of coherence, if that resonates.

DJ: Got it.

RS: When you are from that place, you get access to all these different spiritual energies, compassion, which is what we are talking about in level six, it is gratefulness. When I am able to be compassionate with myself, then I can start to be in a better relationship with myself. I can be able to start myself to get myself out of the way. I can be able to get my story out of the way so I can be in better service for others. When I am able to be grateful and when I use gratefulness as a way of waking up in the morning, for example, how do you connect to this nurturing of the soul, of the essence of yourself is through level six. It is very good to be able to get to that kind of level because it is very, it is what I call the resource. It is the resource that connects you to your ability to be able to be in a good relationship with yourself, level two, or with your loved ones on level four. The last one, it is also complicated, not as simple as level six. You get access to six by being in coherence with level five, but then level seven takes you to a different level, which is being in alignment with a perfect power of creation. From that place, you can create incredible things. But you need to be in alignment with things that would be very difficult for people sometimes to understand unless you are in that place. Like I quote in the book that "imperfect is perfect". I was advised by many people to take that out of the book. And because I wanted to be coherent with my truth, I decided to leave it in the book, because I know that sometimes imperfect can mean horrible things for people and saying that those horrible things are perfect, it is not the intention of what I say in the book. But it is the intention to know that we are imperfect as human beings and as such we are perfect. We cannot love; if we weren't imperfect, we wouldn't learn how to love if we weren't imperfect. And by that imperfection, we learn how to love, which gives us the most beautiful emotion there is. So, there is a

connection there, and from that place, we can actually allow ourselves to give ourselves a break. We don't hold ourselves to levels of inhuman imperfection, and when we are able to let ourselves and we cut ourselves a break, we can let go of things, we can take more risks, we can allow for creativity to go to different levels that unless we are afraid of failure or control. It is essential to be connected to this place, which is deep, deep, deep within us, and from that place, then we don't feel lonely. We can fail from that place and learn from that place. No matter how unfortunate the circumstances are in our life, we always have this ability to be able to, yeah, learn that there is never too late to have a happy childhood, for example.

DJ: That's a wonderful way of putting it, never too late to have a happy childhood. That's a wonderful space. The one piece I wanted to pick up, Ricardo, was on purpose. The other school of thought or when I... as I am trying to learn and understand what that means, one line of thinking says purpose is emergent in the sense, you walk a path, you try a few things and slowly you discover your purpose. When I read your book, I got a sense that purpose can be discerned in the sense, if you get in touch with yourself you will get to know the essence. So, I just wanted to maybe understand... in my head I was trying to reconcile the two as I was reading your book. Would you have a view on that?

RS: I do. As you can imagine, you experiment to try to get to what your purpose is and at the beginning, I was being very process-driven, very logical about it. I would, hear this, write an obituary and, or what are the five things that you would like from people to hear or say about you when you die and then compare this... you do all these things. All have the right intention for sure. But it is when you connect to this level of spirituality and it really hit home, and I give this example in the book because I asked permission to Sander, this sage friend, Sander Tideman. I first experienced the purpose quest ritual that he learned from, I believe it that he learned from monks, which they do as rites of passage. When you do the quest and you connect to yourself by allowing yourself to be in nature at its best and you even create space for you to be able to be alone by yourself and you allow for essence in unconsciousness to be able to surface and he has this very, very witty way of finding words and then you collect those words, whether when you are starting the journey or in the middle of the journey or when you are in stillness in nature and then when you come back. And then you are able to distil those words to the point that the intention is to start to write a haiku, this Japanese poem, 575 syllables. And you write this haiku, but the with the intention to discover your purpose as a part of your journey of this quest. You are awed by what you are starting to find about what you are truly here for. You feel it. It is very important to do level one first because you then, you start to feel all these things and then when you are feeling it's not okay, maybe if I am feeling this grounded with this thunder of energy going through my body, when I am speaking about this haiku maybe there's some truth in it which speaks to me, it is in you. And then when you start to live it, and then you start to work on it, and live it again, and you and you go through your journey then you start to know that this is why you are here for. It took me years to get there and I am by far not there but I think I am in the right direction because every time I do what I believe it is my purpose, I go to bed happy and I wake up happy, for example.

DJ: Lovely.

RS: When leaders declare their haikus when I take them to this quest, sometimes they haven't printed in their desk. And whenever they are going through a rough patch they can read it out loud and then remind themselves why they are doing what they are doing.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman here. Given my lived experience, I have a slightly different take on this topic. I like what Prof Herminia Ibarra says. You act your way into a new way of thinking than you think your way into a new way of acting. In my case, when I moved from EgonZehnder to set up my advisory practice, I knew I wanted to be in the broad realm of helping people with a focus on transitions. Then I started the podcast and that started taking shape. Today, if somebody asks me my purpose, I would say – to help growth minded individuals play to their full potential. I realize that we need to be intentional about our actions in a certain direction and definitely nature plays a role in gathering clarity around direction. But I find that purpose is often emergent along the way than the starting point. The only reason I make this point is that sometimes I see getting paralyzed by the fact that they haven't found their purpose and end up beating themselves up. To that extent, focusing on action that is directionally coherent could help you start taking baby steps that could over time reveal your purpose in life.

Let's get back to the conversation with Ricardo.

DJ: I think, the other piece, very tactically speaking, I think, you speak about different breathing exercises for us to sort of get in tune with ourselves, and I have done the Sudarshan Kriya as part of the Art of Living Foundation and I found it very powerful whenever I did it. I must confess I have not been as regular as I would like it to be. You speak about the Wim Hof method and Box Breathing. Can you talk a little bit about the role of let's say breath and breathing exercises in sort of... and how it maps to some of your work?

RS: Yeah, I am... at the beginning of chapter, the chapter of level one physical energy, one of the key things that I say is you centre your body through breathing, you centre your mind through silence, you centre your emotions through acceptance and you centre your body through breathing. When you are able to do this, then you get access to self. That's why breathing is so important. It connects you to your body and it allows for your body to get out of the way. I like the Wim Hof method because of the resetting that it does in your body. If you do it well and if you do it consistently, what it does is you start to feel your body and the emotions logged into your body pretty quickly. The hyperventilation that goes through the exercise, which, by the way, he has an app, you can download the app, you can follow the app, just make sure that when you are doing...

DJ: What's the app called?

RS: Sorry?

DJ: What is the app called out of curiosity?

RS: I think it is the way that it is called is a Wim Hof Method.

DJ: Wim Hof, okay, got it, okay, okay, will do.

RS: Yeah, and you download it and just be mindful that at the beginning, when you start doing it, the hyperventilation can get you a bit nauseous. So, just open your eyes so that you go back to your head and just call colours. And then you start to train yourself to be able to do it a bit more. Also,

there is one part of the exercise where you first hyperventilate and then you let go off the air so that you can then hold without breathing. It's not a competition, the more you do, the more you will be able to hold without breathing and the intention is for you to be able to stretch the body when you do. So, that as you stretch the body, as you centre it through this breathing exercise and then you are able to do the resetting, you will start to be more aware of your senses, which is an essential practice. The other thing that I do is, it is important to set an intention to everything you do. Meditation without intention allows for you to be able to, as I say, silent your mind. But yet, when you clear the thoughts, it is good to be able to have one intention as to why you are doing what you are doing. So, I always said for level one when you are breathing to set the intention of feeling pleasure. So, you are doing all of these so that you can connect to your senses and through your senses you can experience more of life and that allows you to be able to feel more. The good, the bad and the ugly, which is part of life. And that allows for you to be able to create a foundation for what's next. Breathing is super important to be able to do it.

DJ: Got it. And how... when do you do this in the day Wim Hof method, is it the first thing?

RS: In the morning.

DJ: Okay.

RS: Yeah, I do it in the morning. You end up at... it reaches at the beginning and to your point, and I love that you say, let's go tactical, because it feels a bit mechanical at the beginning, which is true, but it reaches a point where it becomes very natural to you. So, there are moments where right before a call or a meeting or something that I know it is going to take, for example, some energy away from me, I just immediately, I just breathe and I connect. And that allows me to be able to be present and aware of what's coming through my body, not just my mind.

DJ: Got it, got it. Moving to a different theme, Ricardo, in the book you speak about self-limiting beliefs, right? And I think you speak about, I think, your early years and you speak about being a people-pleaser and how that was a self-limiting belief. And personally, given my upbringing and given how I was brought up, I could relate to it. For a long time, I have been given the feedback you could be more assertive, you could sort of make your points more forcefully, you could make your presence felt a bit more, you are too soft. And, I think, it is a journey as you say it is still work in progress and in a way, I have tried to solve for it even if I go back to search, this would show up around the closing phases of a search where you need to, you need to be assertive with the client and the candidate to close the search. Talk to us a little bit about how your work helps people deal with self-limiting beliefs and going past them.

RS: Yes. Self-limiting beliefs are one of the biggest holdbacks for leaders in the world mostly because our caretakers trained us to face our fears, conquer our fears, but they never told us that we should also question and update the beliefs that they have been given to us. So, they are very much ingrained into our unconscious. Discovering what those self-limiting beliefs are, it is tricky, but when you do, and working with the families helps a lot. So, asking the kids or the wife or the husband when that says, this is who I am, what does he say, or when he tells you what to do or not to do what he says and what does he say, because he is just reflecting a mirror of his belief or her belief system. Now, updating the belief system is the tricky part, not just discovering it. Why? Because when you do, a part of you unconsciously has an invisible loyalty, you would feel that you are betraying the people that you love that originally gave you this belief and that you are held as truth

as part of your rule book back in very early stage in your life. Connecting to the original intention as to when they gave you those beliefs, I ask my clients, what do you think was the intention of your caretaker or mom and dad when they gave you those beliefs? They say, they want me to be happy, successful. So, then connect to that original intent so that when you are updating the system, you are not betraying mom or dad, you are actually updating it to honour their wish for you to be happy and successful.

DJ: That's wonderful.

RS: When this happens, it really liberates the ability to be able to update, because we are not talking about principles or values. Those are untouchable and I am not there to get into any of those. However, because of what we spoke, the world has changed. And unless you are able to update the belief system, then as a leader, you won't be able to shape context or become vulnerable or find strength in vulnerability or even be open to the idea that I could be my own self anytime anywhere and I don't need to compartmentalise work and home. When you are able to make these updates, you find in them immense amount of energy that you are able to unleash.

DJ: And what I also love is in a way you are updating your operating system while being grateful for the past, by honouring the intent, that's such a powerful thing. Very often, there is an op... we end up saying, okay, that was what, that was how I was brought up, that doesn't work for me. And there is maybe a little bit of a residual, if I may say, negative energy about the people that gave us the operating system. So, what I love is you move forward, but with closure and with harmony with the past, which is so powerful.

RS: Thank you. Yes, that's really the intent. I find that people change more with tough love than with just toughness, because then you find a warrior in them, and they have a very good warrior, which is why they are where they are, yeah.

DJ: Got it, got it. The other phrase I loved in the book, you say tackling your belief system is not like venturing into a cave to slay a dragon, it is more like having a very tough conversation with a difficult relative who is hiding behind a closed door. It is such a sort of a poetic and a very graphic visual. Talk to us about what you mean here.

RS: You know when you have sometimes inside of you all these blind spots that to your point are left inside of us with a lot of tender love and care, how to be able to open the door of that closet? Again, it comes as a result of finding the right key and sometimes, when you have this relative, and you can connect to some of these uncles that you love really dearly deeply, that you admire, or that they became a big influence in you, sometimes when you are able to bring them along the journey, it is easier to be able to open the door than when you bring in, let's say, mom or dad, who you hold in the highest of respects or whatever the emotion is that you may recall. So, all these resources allow for you to be able to find these blind spots, so you are able to bring the unknown to the known. And you can choose to make it a fight and see in that updating a dragon. Or you can choose that they were there with deep care and the intention for you to be successful and then just connect to that energy and the updating will allow for grey areas. Because we are not trying to get rid of the belief. It is how can you amplify your definition of success? How can you amplify your definition of pain or control or perfection? So, we are not trying to get rid of everything. It is just if you can update it in a way that works for you now, you can keep your edge and at the same time be caring. You can be candid and at the same time be loving. How you are able to balance this, it is a choice.

DJ: And very often with beliefs, what I have noticed it is a bit like fish in the water, right? The fish doesn't realise it is swimming in the water because sort of water feels like air for the fish. So, in your experience, how do leaders, how do you even recognise that you have a self-limiting belief that's holding you back? What's been your experience with just even bringing that to people's awareness?

RS: Yeah. I mean, when you are starting to discover what are your beliefs, right? As I share this example with a caretaker, with a family and then you are starting to see that there is this, this is... so you first are asking yourself this question, is who I am? Now, you can start to ask once you get that list, how much is this belief serving me today or how much is this belief holding me back to where I need to be or where or who I want to be. And then you start, again, back... you connect to your truth and then you start to feel if this belief is actually serving you or not. This is not something logical. This is something that you need to feel. And then you start to see if my dad when I was being raised told me that Ricardo men don't cry, which I hold in a deep belief very dearly. And then my first boss tells me, Ricardo, don't let them see you cry because if they do, they are going to eat you alive. Then you start to realise that when you do that, in reality, you are shutting your emotional system down. Now, when I start to ask myself these questions, and I start to see, men do cry, we do cry, that doesn't mean that we are going to cry endlessly or women endlessly in front of our town hall, but I can show emotions when I am touched by something, which can make me feel human, and when I can connect to the audience with true emotions, then they see me and I see them. They can feel me and I feel them. Then you start to know that that belief, it is not serving you right. And then if you update it, and you create this grey space, you start to see that by updating it, you become more human, because now the world has changed and thanks to this change, you can actually allow yourself to be that way in the corporate setting, before you couldn't, now you do.

Reflections from Deepak Jayaraman

DJ: I really love Ricardo's point about going down to the intent with which some of these beliefs might have been given to you or the context in which they might have been formed. Recognizing that the context has changed and to know how your beliefs are holding you back can be powerful.

I also love the forgiving tone of how we reconcile with the past. That is such a healthy and a constructive way to recognize the past, see it for what it is and choose our beliefs for the future without having a dissonance or a grudge with the past.

DJ: The other phrase I was curious about in the book, Ricardo, is you speak about family constellations being a big source of breakthrough for your clients. And I think more specifically one of the questions that really got me thinking was am I in my rightful place in the family system? You ask people to reflect on it. So, can you talk a little bit about family constellations and just what do you mean by the rightful place in the family system and how does that impact our performance and who we are?

RS: Yes. I mean, this is deeply into level four, which is how to be able to be in good relationships with you...with you and your loving, caring family. And family constellations is a framework that was created by a German named Bert Hellinger. He was a very wise man. The way that he was able to discover the foundation of this framework was he was a missionary in the Zulu tribe in Africa. He later was able to connect with other tribes in other parts of the world and he became incredibly surprised that the rites of passage, the traditions were very similar between tribe to tribe without each tribe having any possibility of communication to each other back in the day. So, he started to

realise that there was a collective unconsciousness that if he was to distil in principle of life, what he started to realise is whenever there is a disorder in these principles, then energy gets stuck. And when you put in order these principles, then energy flows. There is the sense of belonging is the first one. The second one is being in a good relationship. And good relationship is a balance between the giving and the taking. And there is only one exception in the giving and the taking, which is parents give, children take, and it works very, very well. And then the third one is what you were making reference on, which is how to be able to be in your right place. So, for example, if there is a balance, a disorder in the balance of relationship, and parents for whatever reason they start to take from you at a very early stage in your life, you start to play a different role in the family. If for any reason mom or dad were not available, let's say, for example, emotionally, and you have to start to take care of members of the family, then you start to play the role unconsciously of mom or dad at a very early stage in your life. When you do, you are not in the right order. If you are, let's say, brother three and brother one or brother two or sister one or sister two weren't able to play the role of, let's say, the caretaker, because for whatever reason you were the one with more resiliency, then if a sibling three, you play the role of, let's say, father or mother, then at a very early stage in your life you start to get... miss opportunities in life. You are not able to play, you are not able to take life more relaxed. On the contrary, you start to take life way too seriously at a very early stage in your life. Sometimes this is called parentification. When this happens, then you take these patterns into your adulthood, and you start to play that way when you are a leader of an organisation. When you have this disorder, then you will be fathering or mothering your teams in your organisation the same way as you are doing in your family system. And then the children or your direct reports will be behaving as children because you are mothering them or fathering them. No matter how senior your direct reports are, when you are able to put in order the energy in the system and rather than being the mother of the system, you become sister three or you become the boss of the system, not the mother or the father of the system, then the children get back into place and they start to behave as the adults that they need to be behaving. It is fascinating. When you start to put all these things in order, the system gets in order. Both the individual gets in order. This is a lot... this is also incredibly helpful in family-owned systems, where the energy, for example, of the father sets the culture of the organisation. And sometimes the CEO of that generation to come over CEO from the past generation behaves exactly the same way because the patterns persist. So, one of the rules of family constellation is whatever you exclude, the pattern will repeat, whatever you integrate, you will be able to transcend. Whenever you are able to put things in order, then you transcend the transgenerational trauma in the system, both in your family system, for example, and also in the workplace. Family constellations in these are incredibly helpful. The dynamics of family systems are the ones who sometimes are placed in question. Whenever I explain the theory, it is like, my God, this is very logical. This is something that if you are able to put in order, I can see that, or I can kind of like understand what you are saying. It is the dynamics of family constellation that sometimes can put people uncomfortable because there are parts of the framework and the way that you approach these dynamics that surrendering to the mystery of life sometimes is incredibly helpful. However, when you are able to put in order the family and the members of the family in a place where it is being held by the facilitator, it is incredible how the unconscious surface, and it is one of the best frameworks that I have seen with the right facilitator that allows for you to be able to identify the root cause as to why you behave the way that you behave. And sometimes the root cause is held in the most unsuspected of places and when you are able to find then the reordering that happens and the energy that flows is immense and very lasting.

DJ: Lovely. I am mindful of time, Ricardo, we could keep going. Just a couple of questions before we wrap up. Again, picking up from another phrase that was very poetic, what would happen if you tried to make bread without yeast? You might get something, but it wouldn't be bread. And you say

that spiritual energy is the yeast in the bread of human energy. Talk to us about what you mean here.

RS: I think by being able to talk about that, it is important to be clear that there is a part deep within us, some people call it self, some people call it soul, some people call it spark, some people... however you call it, it's there. And getting access to it, it's not easy because again we were... as life's struggles go on, we started to get separated from it. But when we are able to connect to it, whenever you are either 40 or 50 you can do with it far more than when you had full access to it when you were 1. So, we need to earn going back to it and get access to it. And when we are able to do, you cannot make bread, you cannot feel alive when you do not have access to it. There is so many leaders that I work that are so successful that when they hire me, they feel a void in their lives. No matter how successful they are, the more success they get the bigger the void feels. And it is because in many cases they are not intentionally reconnecting to that energy that is our birthright, and when we are able to connect with then it's the gist of life, we can make bread from it. This is something that, again, sometimes life, and what happen in our lives blocks us from hearing things like this. Whenever I am able to work with leaders who want to get to that place because the void is un-variable or the void just feels like a wonderful opportunity to be able to create more and be able to find a greater place because they feel the calling, that's the gist of their life and that's the gist of who they want to become. When you do you can create bread, yeah.

DJ: Lovely. On that note, Ricardo, this podcast is titled Play to Potential and one of the questions I ask all the guests is, what does the term mean to them? So, what does play to potential mean to you?

RS: I think the way that I answered last time, the play to potential is when we are able to connect to the deepest, wisest self in all of us. When we do, we have unlimited potential. We know, we feel, we love, we cry, we create beautiful things, terrible things and we become human where we are able to integrate all these four beautiful energies that we are born with, our mental, our physical, our emotional, and this sense of self that we are calling spirituality, then you can play to your full potential. Every human has a role, every human has a purpose. If every human was able to play to its full purpose, we will elevate consciousness in humanity in a way that that will be unstoppable.

DJ: Wonderful, and that's such a wonderful optimistic note to end this conversation. Thank you so much Ricardo for being generous with your time. Really enjoyed the conversation.

RS: Thank you, Deepak, for your questions and how much you prepared and I felt very comfortable. Thank you.

Reflections from Deepak Jayaraman

DJ: Thank you for listening. I hope you found the conversation purposeful.

If you want to tune into any of the specific themes that we touched upon here, you can do that in the Members section of the podcast. You can just go to www.playtopotential.com and go to the Curated Playlists section and you will have themes like Authenticity, Self-awareness, Formative years and so on where you have miniaturized content that we call nuggets organized by those themes.

Thank you for your attention, listening and your trust and look forward to having you tune into one of the subsequent conversations at the Podcast. Bye now.

End of transcription

Nugget from Tarun Khanna that is referenced: [Creating the conditions to create.](#)

Nugget from Jeffrey Pfeffer that is referenced: [True to which Self?](#)

RELATED PLAYLISTS YOU MIGHT LIKE

Building Trust: Becoming a Trusted Advisor is often the holy grail for a lot of Business Advisors. This issue is as relevant for businesses as they think about how their consumers interact with their brand. Leaders talk about what it takes to build trust with an individual. You can access the playlist [here](#).

Mindfulness: Given we live in a world with exponential increase in content creation and with firms like Google, Facebook, Amazon and Apple vying for our attention, it is quite hard to reclaim our own space and attention. In this context, being mindful could be a key differentiator and a competitive advantage. Some leaders talk about how they created that space for themselves amidst the noise. You can access the playlist [here](#).

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](#).

Self awareness: Insights around what it takes to build a better understanding of self. This includes perspectives around how we can deepen our picture of ourselves through a combination of inner work, mindfulness practices and by gathering meaningful feedback from the world around us. You can access the playlist [here](#).

Authenticity: As we move into a Digital world where leaders are a lot more "out there", there is a greater premium on authenticity today than possibly a few years ago. Leaders across fields talk about what the word means to them and how it influences their behaviours and choices. You can access the playlist [here](#).

Work and Life: Leaders talk about how they think of work and life and manage to juggle the two. No universal answer here but a glimpse into how different people have framed this in their heads and have dealt with it. We all need to find what works for us individually. You can access the playlist [here](#).

Identity: Identity refers to the reputation, characteristics etc. of a person that makes the individual or the people around him/her think about them in a certain way. To put simply, how do we think of ourselves and what do the others think of us. Identity is a key element that we need to wrestle with during pivotal transitions. Herminia Ibarra shares her insights on how we should treat Identity as a Work in Progress that gets influenced by the journey we go through and the choices we make. Ram Guha speaks about the multiple identities of Gandhiji. Atul Kasbekar speaks about how he saw his identity evolve from being a photographer to a producer. All this and more in this playlist. You can access the playlist [here](#).

Driving change: Ability to drive change in an organisation is one of the critical Leadership Competencies for a CEO today, given more and more is getting done at the intersection of different ecosystems, and a large portion of value add is not directly under the leader's control but in the wider realm of influence. In this segment, leaders talk about how they drove change through a complex system/organization. You can access the playlist [here](#).

Formative years: Discussions around how the leaders were influenced by the climate in which they grew up and how that has impacted them as individuals and the choices they have made as they have gone about their journeys. 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.

Ricardo Sunderland- Nuggets

- 103.01 Ricardo Sunderland - Leadership - Shaping context rather than setting direction
- 103.02 Ricardo Sunderland - 7 layers of the human energy field
- 103.03 Ricardo Sunderland - Tuning into our emotions
- 103.04 Ricardo Sunderland - Downside of professionalism
- 103.05 Ricardo Sunderland - The spiritual dimension
- 103.06 Ricardo Sunderland - Tuning into our purpose
- 103.07 Ricardo Sunderland - Role of breath in tuning into ourselves
- 103.08 Ricardo Sunderland - Tackling self-limiting beliefs
- 103.09 Ricardo Sunderland - Finding your rightful place in your family system
- 103.10 Ricardo Sunderland - Spiritual energy - The yeast in the bread of human energy
- 103.11 Ricardo Sunderland - In Summary - Playing to Potential

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.