



## Guest

Jaspreet Bindra is an author, speaker, and thought leader in the areas of digital transformation and artificial intelligence.

In this conversation, we explore his journey from a corporate career to entrepreneurship and his work in helping individuals and organizations build AI literacy.

Jaspreet believes that understanding AI is no longer optional, it is essential for leaders who want to stay relevant and human in the age of technology. He shares insights on how AI is reshaping the nature of work, decision-making, and leadership itself, while emphasizing the enduring importance of human connection, creativity, and judgment.

We also touch upon how leaders can balance technological fluency with self-awareness, and what it really means to thrive in a world where humans and machines increasingly work together.

## Context to the conversation

Welcome to the next 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.

I am your host Deepak Jayaraman. My Why is to help people to play to their potential through my coaching, podcasting and writing. You can learn more about my work at [www.playtopotential.com](http://www.playtopotential.com).

As you might have noticed, we took a bit of a break from new guests at the podcast for the last few months in terms of new content as I was tied with my first book with Penguin, also titled Play to Potential that is now a National Bestseller. In the book I lay out the idea of looking at potential in a holistic sense across the various domains of our life through the pulls and pressures of mid-life and through the various seasons and transitions. Do look it up on Amazon if this piques your curiosity.

My guest is Jaspreet Bindra, Founder of AI and Beyond. He is the author of the book – Tech Whisperer that came out in 2019. He has just come out with a book – Winning with AI, published with Penguin in June 2025. He is one of the leading thinkers in the field of AI in India.

We recorded this conversation before he published this book. Since we had a few other projects in the pipeline, we had a bit of a time-lag in publishing it.

In this conversation, we speak about AI, its implications on jobs, careers, parenting, coaching and much more. Without further ado, lets dive into the conversation with Jaspreet.

## Transcription

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**Deepak Jayaraman (DJ):** Jaspreet, thank you so much for your time. Really excited to have you at the play, the potential podcast and in a way. For a period of time since I was writing the book, I was focusing on connecting the dots. So it's lovely to have you as a first guest as I get back to collecting more dots at the podcast. So thank you.

**Jaspreet Bindra (JB):** I'm honored to be your first guest and it was wonderful to meet where we met and would love, I'm looking forward to this conversation.

**DJ:** Lovely. And we will spend the bulk of our time just be talking about AI and its implications to our careers leadership and so on. But in this podcast, I'm curious about people's journey and transitions. Let's first start with just describing what you do, right? How do you, what does your pie chart of time and attention look like? Can you talk to us about what you do now? As things stand.

**JB:** sure. I definitely will. I completely agree. I think whenever I talk about AI, I also say that it's for, it's good to start with humans first. Yes. Yes. And then we can get to the AI part. Okay. So let's not forget that. Yes. But my, it was in, it's interesting you mentioned the pie chart.

I had a corporate career I guess you did. Many of us did. But I walked away from it about six or seven years back and today a lot of, so if I was to describe my working day in a sense, first of all seven days fuse into this work life fusion in some sense. Okay? There's no such concept now of work-life balance and weekends, etc. But my working day a portion of it, which is about 20, 30%, I would like it to be 50 is spent on creative pursuit. So it'll be the writing something or learning or thinking of new. Visualizing new stuff or I, I'm in the process of writing a new book. Yeah. So we can talk about that later. A lot of time, not as much as I would like. I had envisaged that about 50% of my time should be, minimum should be spent on that. I think it's more like a third.

**DJ:** Okay.

**JB:** Another third in a sense would be spent on, current business in a sense. So I do two things. One is just for want of any other word, a thought leadership practice, which goes under Jaspreet Bindra name. And there's a bunch of writing, speaking, teaching, which happens there. But also there are advisory clients and there's. Keynote speaking, which comes under that. And so when I say whether it's preparing for these things or working with current clients, et cetera is another third of the pie chart, very roughly. And the last third is a new property slash company that I'm building along with a co-founder, Anuj in Bangalore which is AI and beyond. Which is in the area of what we call. AI literacy. And I will not bore you with what AI literacy is right now until you ask me. Okay. But that's something which we are building up. It's already running it's revenue positive. But since it's new, it takes disproportionate time right now. So about 35 to 40% of time isn't that. So I think those are the three big buckets.

**DJ:** Lovely. And that's maybe just to understand the third piece that's advisory or is it creating products which...

**JB:** No neither actually it's services. But not advisory. So just to unpack that a little bit I have been writing a lot about the fact that the definition of literacy will change from reading, writing, arithmetic. To reading, writing, arithmetic, and how we will work innately, naturally, instinctively with AI and AI tools be as natural as reading, writing, arithmetic. Literally I believe that you will not

be literate if you don't know how to do that. And so we created AI and Beyond with a mission to build AI literacy in organizations and beyond. And what that means is basically what we do are these three, four hour, what we call boot camps focused towards an organization where the management, usually senior, middle management. Learns experientially

**DJ:** Very interesting

**JB:** How to use it. So for most people, AI equals ChatGPT, and they don't even know how to use that. Okay. There's so much more. And they realize that they, with those three, four hours and that's it, but it's literacy, it's not training. They realize they can save, get another one, one and a half hour off. Time got to do stuff more importantly, and maybe a little perversely, they also realize that they don't need to hire as many people as they thought they would want. They would. And so yeah. So it's more that. Got it. But prepping for these, et cetera, business development for these. Though right now it's all word of mouth yeah.

**DJ:** Got it. And back to the book curious what's the, what are you curious about in the context of the book?

**JB:** But the book is about AI literacy actually. We literally, we coined the word AI literacy. It didn't exist. But then obviously there are people now much bigger than us, big companies like Gartner, etc. Which have caught on. And they're now also talking those, the people think differently about what it is. But so everyone used to talk fluency, training, upskilling, but the fact that it's as basic as this was not, and so we decided. The only best way to, one, to own the world, frankly, to own the term, but more importantly also because we've done about a dozen and a half, about 18, 20 bootcamps across different companies now in the last six, seven months and we realized. It's big. Okay. And so we want to, but just two, three of us are not gonna be able to make everyone literate by just keeping on doing bootcamp after boot camp after bootcamp. And so therefore, the book is around AI literacy and it's a, as I joke with people, it's not a book which the Booker prize juries go to stand up and look at, look at with great admiration.

**DJ:** Okay. Got it.

**JB:** Not the Nobel Prize for that matter. It's a very simple.

**DJ:** But it's solves a key need.

**JB:** It's solves a key need. It's a how to and how key. It's the first time I've written a how to,

**DJ:** Which goes beyond the bandwidth of Jaspreet, how to add scale, say. Yeah.

**JB:** Yeah, exactly. So Jaspreet and Anuj we are, we've co-authored it. Yeah. Yeah. Jaspreet, Anuj and a bunch of AI tools. You have to eat your own dog food. If you're telling people that you can do so much stuff with X or Y or Z, you not use them. And that's how we finished it in frankly, world record time. And we have a pub, a mainline. We were keen to have a mainline publisher. Only problem was that publishers would say, yes, we will crash the time to six months. You've published a book. Yes. You know how long it takes. Yes. And we were like, we have a mainline publishers promise to do it in two.

**DJ:** Wow.

**JB:** Okay. So June, it should come out.

**DJ:** Lovely, lovely. Look forward. I look forward to that. Just staying with your journey, Jaspreet I'm curious about how people evolve. And I feel very often, even in my coaching work, sometimes the cues lie in childhood.

**JB:** Absolutely.

**DJ:** I wanna go back to your 15 years and I'm curious, in what ways has your, if I may say, if I may use a tech term, your operating system that got formed in the first 15 years? How's how has that shaped who you are today?

**JB:** I'm so glad you're asking me this question because no one asks this first of all. Second is, actually I have an answer for this.

**DJ:** Lovely, lovely,

**JB:** Okay. And it's something I realized. So a if you were to Google me search for me before this whole, my new avatar or my late life avatar is doing all this work in AI and other technologies, you would've found me, my recognition in this world was that I was this very good, if I may say so, quizzier. So, I used to quiz a lot and it was my consuming passion.

**DJ:** Interesting.

**JB:** As a nerd,

**DJ:** This is school days. Huh?

**JB:** School went on to college. Okay. And early corporate days also. Wow. So it started in school during the teenage years.

**DJ:** So why are you into this whole Bournvita quiz contest?

**JB:** Bournvita, yes. But we had no access to it. So we have to see it. But it was school, college, quizzing, and frankly then winning everything in sight. And that was the only way. People knew me. I wouldn't play sports, etc. and so it was a big thing for me. I was consumed by knowledge and then I discovered beyond knowledge, I discovered trivia which was even better. And then I won a bunch of things, including the, at that time there used to be something on the brand equity quiz, which was more during my, now my early corporate years after college, and then I started in college.

I used to start, used to. Organize quizzes, et cetera. And anyway, and then I won brand equity. Nationally thrice. So Derek O'Brien still acknowledges me as the person who has won the quiz the most. This is individual or as a team, or as a team with com in companies, but I was the only common factor in all those three teams.

Understood and regionally a few times. But what quizzing did was the OS. So my OS really was quizzing. It's a lot like many tech people, you would say, oh, I discovered computer and basic and c plus when I was seven years old or whatever. Okay. And I was this prodigy who didn't know. No, I was none of that.

Okay. So mine was quizzing and what that, so quizzing basically gave me this insufferable reputation of a Mr. Know it all. Okay. And I was insufferable and, but as I tell people, I used to know all the trivial things. I learned nothing useful because I would do only trivia. Now, if you read all my writing today, or when I go speak or when I, the thing which draws people to me is that for example, when I

wrote my first book, the Tech Whisperer it starts with the concept of the Hindu Trinity, Vishnu, and then it goes into details of Vishnu and then how Vishnu is actually this part of digital transformation. And Mahesh or Shiva is the destruction part, and therefore is culture.

You'll find these different aspects. So Norse mythology will come in from somewhere in something else, I say. Or something which from politics, from philosophy, from history, all of that is coming because of my cuisine and is actually making all my content, frankly, different from the content that gets produced.

And I learned that people love it. Okay. They love these kind of things. And so in, I tell people that all those years that I thought I wasted, I won a lot of things at a point of time, all the. Brown and white goods of my house were, because of quizzing, my first two foreign trips ever were because of quizzing.

**DJ:** Wow. Is it that deep.

**JB:** I know the Yeah. The winnings from it. Yeah. Very deep. Yeah, very deep. But beyond that, now, actually, I'm making my career out of leveraging that knowledge, which I gained, and it's deep seated in me. So that's actually very clearly my thought.

**DJ:** That's very interesting. You used the word know it all right. I think I came across Satya Nadella at some point.

**JB:** The Learn it all bit.

**DJ:** Learn it all. So in a way,

**JB:** I told you I know it all. So I he said, I learn it all.

**DJ:** So in a way, while you framed it as know it all quizzing requires to learn it all right? Actually that's the real

**JB:** Absolutely and absolutely. And so I've reframed it also. So what you exactly said, I tell people I'm not a Mr. Know it all, but I'm now become an insufferable Learn it all.

**DJ:** Correct. That's exactly right. Yeah,

**JB:** And this anyway, this learning it all is why I left corporate life, which I'm sure we'll talk about later.

**DJ:** I wanna move to some of the transitions. You've been through Jaspreet. You spent about 22 years across TAS, Microsoft and Mahendra's. And then I would say, if I may use the term, you've been voyaging across different things you've been doing. I'm curious about people's guiding principles. Talk to us a little bit about maybe just at the point of, let's say, coming away from the structured rails of a corporate career. And then just maybe how did you eventually just taking that plunge can be hard for a lot of people and post that, what's been, if I may say what's been the wind around which you've been sailing.

**JB:** Sure. It is hard. Okay. It's hard, very hard for people, but the reasons for it being hard are very different, and I'll come to that. Most of us think that the reasons are about money, the salary at the end of whatever. Okay? But that's not the thing and that's part of the, but. The reason I could do it is because I tried once and it didn't work. And I, so after Microsoft, when I left Microsoft, actually a

friend of mine, Kunal Bajaj, who we spoke about and I decided to set up something together. And then due to set up personal circumstances in both our lives, we, and the fact that whatever we had set up wasn't working okay, we put tail between our legs when to do other stuff regular stuff. And that learnings from that first part really helped me when I took the plunge again.

And the two things which were my North Star's guiding principles, whatever the following one is that I realized that if you take this kind of plunge. If you've planned stuff out, it isn't going to work to that plan. Yep. At all. Okay. And that can be very uncomfortable for people who have spent the last 22 years of their life working to plans Okay. And making them work. So this time when I took the plunge, I was very clear and I published it, and it went a little viral. Was that I talked about what I call flipping the donut. And my whole deal was to put it, to kind of make it, to summarize it, was that we, in corporate life, we learn to earn. We don't learn for learning's sake. Okay. So if there's a donut, and if you's, the big central hole is the earning one, and there's a tiny, there's a thin layer of learning around it, which is to support that internal, that earning thing. So you go for training programs, you go for this corporate executive maturity, whatever.

Okay. I wanted to flip that on, which basically says that most of my time and whatever will be spent in the learning part, and there'll be a thin layer of earning to support that learning. Okay. Very interesting. And I've not been true to it always, but largely, and I've been true to it. Even today, what I'm doing is I'm stuck between this I don't scale stuff too much because if I start scaling then you know, my then I deviate from here and that's a big disappointment for many people. So that's one bit. The second is what I realized, and I know you know him, actually Ravi told me this. I didn't believe him at that time, but but, and Ravi had hired me at Microsoft and he continues to remain a difficult mentor, etc.

**DJ: We need those people. Yeah, we need those.**

**JB:** Yeah. And you know what I realized also as a part of his guidance and I realized it myself also, is that what stops you from taking this plunge, frankly, is not the money part though you don't have to have made your money and done it. And even if you've made it, it doesn't make mean that you will do something like this or a structured life or corporate perks or whatever. It's basically your ego. Okay. Basically, your identity is tied to your corporate identity. You don't, you have no identity of your own.

**DJ: Very true. And you'll start from the foothills, right? Very often.**

**JB:** Okay. Yeah. But many years back, as a part of the, in the first 10 years of those 22 years that you spoke about, I was dragged kicking and screaming to a six day, very soft skills, HR kind of camp, which was not up my street at all. A kind of HR based, soft skill based knowing your own self kind of thing-based training program in Goa.

And again, to long story again, I've written about it, but long story short, we were all in a room. And each one was being, was asked to introduce themselves and they said, I'm just Jaspreet from Tata. I'm Deepak from McKinsey. I'm Anuradha from Microsoft and whatever. And one guy at the end said, I'm Sachin. And he didn't say anything else.

And we thought he was a loser. Okay. We kept on trying to ask him, okay, Sachin, what else? And he said. What else what he said, what do you do? And he said, I look after my daughter. Okay. Something similar. And we are like, what a loser. But it turned out he was a facilitator. We didn't know. And he told us that, look, all of you are, frankly, Identity ux. Okay. You have none. No identity. Your identity is tied to your corporate identity. And that's when I, it was an epiphany moment and I

started building, I started writing, I started doing stuff. So when I left, I had an identity. Okay. Unlike most people who do not, and therefore their bereft and their ego. When they are at the banks don't give you loans and you're standing at the immigration and instead of saying, I'm Jaspreet Bindra, regional director, Microsoft, you have to just say Jaspreet Bindra, who does some stuff. And so those were my, and therefore I'd gotten this identity thing nailed. And so that's what helped those two things helped me take the plunge.

## Reflections from Deepak Jayaraman

**DJ:** This is your host Deepak Jayaraman. Like Jaspreet says, Identity is a big piece of the puzzle when it comes to transitions. Very often we tie our identity to our professional title but we are much more than that.

One of the interesting pieces of insight I would like to share here comes from James Clear (JC), Author of the Book Atomic Habits. He speaks about keeping our identity small as we transition into a new context.

**JC:** *"So I think identity is a huge factor of life but also particularly tied to our habits. So, let's think about this from a big picture level first. So, you have identities that can build you up, for example, like I am a type of person who reads a lot or I am a type of person who finishes workouts or I am a type of person who finishes what I start and then you also have identities that hold you back. So, something like I am terrible with directions or I am bad at remembering people's names or I have a sweet tooth or I am bad at math and we are all a collection of identities like there are multiple things that are a part of you like you might say I am a dad, I am a brother and a neighbour and a volunteer, and a teacher or whatever and it's not just labels that are part of your identity like dad and teacher and friend and neighbour, it's also those internal beliefs, that narrative that you assign to yourself and the more that you let one of those beliefs take over your entire identity or occupy too large of a portion the more that you are fragile and brittle in that way because if you lose that one thing then it feels like you lose your whole self. So, as an example you often hear this with people who are in the military. They might define themselves part of their identity might be I am a soldier, right, I am a good soldier and then once they leave the military suddenly, they are not that anymore and so there's this like loss of identity versus sense of self that they feel like it was. On a similar level I felt that when I stopped playing sports. For like 20 years a big part of my identity was I am an athlete and then all of a sudden one year that was the final time I played and then I wake up the next day and what am I not going to play anymore and that's like whom I was defining myself as. So, I think one way to get around this is that you can focus on the more enduring aspects of a particular identity that you can take with you or carry with you into a new context. So, for example, in the soldier's case they could say well rather than assigning the identity I am a soldier I could assign identities like I am reliable or I am a good team mate or I have the back of those around me. Well that's something even once you are not a soldier you can come back into the workforce or go to a business you can still be reliable and be a good team mate and so on. Same way for athletes, they could say something like I am the type of person who trains my body hard or I am consistent and show up to work each day and like you can do the things as an athlete you can do those things as an individual. So, a part of that is the separating of the identity or the defining it in a better way but the other aspect of this and this is the part that you referenced with Paul Graham's quote "keep your identity small" is that the tighter you claim to any individual identity the harder it becomes to grow beyond it. So, you see this in pretty much any area of life. The tighter you claim to the idea that like a teacher who has been teaching for 20 years and have their lesson plans figured out and it's like this is the way it is, the tighter you cling to that the harder it becomes to grow beyond that, learn new different learning methods, new*

*learning modalities, change your course structure etc. The surgeon who is like this is the way we do the operation even though there might be a new technology that allows them to do it in no less invasive manner, the tighter you claim to that previous identity the harder it becomes to grow beyond it. And this is one of the real challenges for building habits which is that early on building a new identity is a really valuable thing because it can get you to stick to the habit. So, for example, let's say that you are not fit right now but you want to start getting in shape, building the identity of I am runner is a really valuable way to get you to stick to that when you are running. But then what happens you know 20 years from now if you injure your knee or your hip and it's not possible for you to run anymore and now you feel like yeah, you have lost this sense of self and so you need to transition to a new identity. So the process here is not like a line, it's much more like a circle, you are continually evolving, continually updating and expanding and revising your beliefs and you really need to be committed to doing that and if you can keep your identity small it makes that process easier because it's like retouching a painting. If your identity is so large that it consumes everything about you then all of a sudden getting rid of that aspect feels like you are tearing yourself in two. So, for all of those reasons keeping your identity small could be a valuable way to continue to grow or evolve and expand."*

**DJ:** If you wish to go deeper into this topic, you can look up the episode – Connecting the Dots – Identity on Spotify, Apple Podcast or anywhere else you consume this podcast content. Play to Potential Podcast Members can also access 25+ short form nuggets on Identity from multiple speakers at [www.playtopotential.com](http://www.playtopotential.com).

Let's now get back to the conversation with Jaspreet.

**DJ:** Very interesting. Very interesting. And the other piece I'm curious about Jaspreet, which I think stands out for you, is I noticed that you're very. Intentional about how you've gone about building your, if I may, use the personal brand. Sure. It's a term that gets bandied around. But I think it's there are many people who do gimmicky things, but I see that you've there's depth. And intent. So can you talk a little bit about how you thought about it? Again, over a period of time, and in a way it looks like you've been thinking about it even before you left the,

**JB:** So I told you from that epiphany moment. Very interesting. Okay. Actually, I should have said that here, but anyway, it doesn't matter. You can draw it from there. Since then I just, I didn't know this. Concept of personal brand. Of course, all I wanted was an identity. Okay. That I should be known as this, not this from X or this working there or this of something. Okay.

**DJ:** Tied to something.

**JB:** Tied to something. So, without knowing that it basically would create a personal brand. And this was at the turn of the century. Okay? So around 2000 when I'm talking about. And so since then I started just expressing my. I writing stuff or speaking in places, or little bit of teaching here and there and it gradually built up. But two things. One Deepak, I believe that every one of us will need to have a personal brand irrespective of where we work or what we do. And I think a bunch of people are realizing that, okay. To the way they're going about it is a different matter, a bunch of people are realizing and there is a simple reason for that. I firmly believe that going forward and AI will come in into this going, yeah. Is that. This concept of one organization, many employees is going to change to one employee many organizations, it's gonna reverse. Okay? So you've seen the redoubtable, Elon Musk do that at that level. Okay.

**DJ:** Yeah.

**JB:** No one in the valley works for one company. It's one person, multiple companies, not one company, multiple people. And if that is, so you have to think of yourself like a corporation as because if you have to be working in different places, they should be knowing you and you know what you do, et cetera, rather than subsuming your identity in one organization and just the rest of you are in that silo and no one knows anything about you. They only know about your organization. So therefore that's one reason, that's the big reason. But the second bit that you, so that's one principle, if it may.

Okay. And the second thing is interesting, see you, you talked about the depth, the gimmicks, etc. Frankly, a lot of people. Are disappointed that I don't do those gimmicks. Okay. And that I operate at the depth that I do, and I've been told innumerable times that while you operate at a certain depth and or a certain height from an intellectual viewpoint, the world is dumb. Okay. The world has been made dumb by social media. They only like memes and emojis and quick. Yeah, quick stuff, right? Yeah. Quick stuff. And you do this very well. You would realize this is true. And so there's so often I've been told to dumb down, and I'm pointed at people, won't name those people, but people who are intelligent, who have dumbed themselves. Took down, written very dumb books. Okay. And gone mass. And gone mass. And they earn 10 times what I do. Okay? And so sure there, but I am not doing this to become like an icon or an influencer or whatever. I'm doing this because this is what I like doing. And frankly, then I realized that. I've found my own position, therefore and so I think one, the first bit that I said is, therefore it's necessary to build a personal identity. I call it identity rather than a brand.

**DJ:** Interesting.

**JB:** Okay. And the second is, I. If all of us dumb ourselves down as we are doing in most of it, then you will become one of the many. So you should have a voice which is true to yourself, even if it means that for the longest time you'll not be earning the kind of money if you are sold your soul or your voice. In that sense. So those are the true, that's how my things here, principles here.

**DJ:** And the other piece and I'll get to this I'd love to explore this, one company, many people flipping the other way around. Yeah. Yeah. Flipping the donut, flipping the company. Yeah. This is the triangle being flipped, flipping the firm. Before we go there, I'm curious also about a long game. Yeah. You've been doing this for a while, Jaspreet, and I think I, I figured you just wrote your one 150th column for the Mint. So congrats on the one 150. I'm curious about, a long game mindset because I find the other thing that's happening also is in a way, miniaturization of stints and innings. So I've developed I have a certain sense of respect for people who play the long game because the, any, anything takes time to compound, right? Identity, reputation, expertise, whatever. So talk to us a little bit about how you've thought about that.

**JB:** So I never thought about it until people started asking me, oh, you've built a personal brand and personal whatever. Tell us how to do that? I said, look. I'll tell you how to start. 20 years later, you might have it. Okay. And then they basically go away. Okay. because everyone wants to happen tomorrow And True. And one way to do that is go into Shark Tank and suddenly you'll have it. But the Shark Tank guys also build stuff for 25 years before they got into Shark Tank. True. But the world doesn't see that. Okay. The world sees that last thing that made it happen. Okay. And so the thing that, it's an overnight thing, yes. Therefore, it's a long game. But frankly, I didn't think of it as a long game. In fact, I didn't even think of it as a game. Okay? I was doing just I was just putting my voice out there and my, whatever I could think of out there. I had, I was writing, speaking, teaching, as I told you, and I found that what I was good at, what people said I was good at, was demystifying complex stuff related to technology, making it understandable, and more importantly, making it interesting.

Okay. And so the tech whisperer came out of that the elephant whisperer, dog whisperer speaking their language, and therefore the tech whisperer. I never thought of it as something which I need to do. Okay, now let me make a 20 year plan or a 25 year plan and I'll plotting around, I'll keep on doing it this way rather than trying to do gimmicky stuff that you said. So in many ways the answer is very similar to the part to the one which I gave before that you. Will. You have to, you won't actually even know what you're good at. You have to be out there and then True. You'll discover it. Okay. Very true. And once you discover it,

**DJ:** It's emerging

**JB:** To, yeah. You have to then play to those strengths or that potential in that sense. Rather than trying to get distracted, which I often am told to do and accused of, not of playing. There are these models which are shown to you in India and elsewhere saying, look, if you do it that way, then you know, you'll be like, there's a playbook. \$10 million playbook. There's a playbook there. And sometimes I get distracted by it also, saying that what you're thinking will happen in five years if you play that. It'll happen in one. Yep. But if it's not you. And if it's not something which, you won't be able to do it.

**DJ:** Very true. And I think if I may, one of the people I spoke to at the podcast was a lady called Herminia Ibarra from London Business School and she says, in transitions test and iterate as a strategy, beats plan and implement.

**JB:** Absolutely.

**DJ:** And to your point earlier about why people don't do it, you

**JB:** have to have a bias for action. You have to just go do stuff. I've done 50 things and the thing that you see are two of them. Very true. Other 48 have failed. God knows how many times I've started doing a podcast and failed every time. Now I'm gonna try once more. You've got other channels which are working well for you. No I mean it's fine because I've tried it. I know what works, what doesn't. I'll try it once more. Got it. I, this time when I tried it, probably for the third time.

**DJ:** Got it. So I think back to the long game mindset, I guess you just need to stay true to yourself at some level. There are many playbooks available. That could take you on different path. Yeah. Yeah. But I guess we need to figure out

**JB:** Absolutely. Everyone can't be a Yuval Noah Harari.

**DJ:** Yep.

**JB:** Okay. We all want to be that. Okay. But you can't be you have to just realize what your

**DJ:** True. I want to change track. Sure. Just breathe. I want to move to maybe, so it's a good place to start with what you said, right? The one company, many people flipping to one person, many companies. What's, can you maybe shine the light on what's driving that acceleration?

**JB:** Decentralization? So before this AI animal became so famous, I spent a long time and I was known my next, after my cuisine, I was known to be this blockchain guy. Okay. And I spent, I have this TED Talk, which made me famous about 1.5 million plus views on.

Demystifying blockchain. I gave it somewhere and it, and so I came to be known as this blockchain expert, which I wasn't, but I didn't try to change people's mind. I let them assume that, okay, Anand

Mahindra still thinks I'm a blockchain expert, but so why I'm saying all blockchain so many times to answer your question is the reason I was super fascinated by blockchain was not because of crypto and all the other stuff which was happening around it was because it was a decentralizing technology in a very rapidly centralizing world. Okay? And the reason blockchain hasn't succeeded, in my opinion it hasn't, right? Is because. The forces of centralization have, are far more stronger than the forces of decentralization.

And the world is even more centralized than it was 4, 5, 7. And when I say centralized in politics and power in money, banking, just the rich, poor, etc. Blockchain came as a decentralizing force. And I'm, and I got far more. Passionate because of that. One of the things which the blockchain kind of threw up as the thing is something called digitally autonomous organizations or DAOs, which were used for many reasons, but one of the things which DAOs started getting used for in a Structures about how they talked about the organization will become a CEO less and by the way, many companies, including the Zappos shoes and bunches of companies experimented with DAOs. But some of them, many of them didn't. And the whole deal was that how an organizations were created in a different era, right? It's like the institution of marriage. It was created for a different era and now it isn't working 50% of the time in developed countries. Okay. Similarly, organizations were created for an era when you needed that. You know people by themselves didn't have access to resources, to information, to the transaction costs. Wealth, the, so you have to kind now that access to information, access to capital, access to talent is available in a decentralized manner. And so

**DJ: Tech is sort of on the cloud, right? Much more Exactly. Than enterprise.**

**JB:** Everything. Everything. All of this, everything that an organization was formed to access those what were called those factors of production. Okay. Yeah. Are now available. Okay. And so I question the need for massive company organizations and that started happening. Look, it started happening with. Jeff Bezos talking about two pizza teams small enough to whatever. And now with AI agents, et cetera, like it's one pizza too many. Okay. And so as agents come in more and more, as access becomes to, and now we are getting free access to free intelligence, access to free research again, things for which organizations were necessary.

So I believe that now. We don't need those structures. And so what will happen, we will go back to where we were. We, before organizations were there, we were free agents. Each person where each person was wedded to seven different companies, organizations, communes, guilds, whatever you call them and in many ways I think we are going to go back there.

**DJ: And so it's almost go backs to, goes back to, if I may say Renaissance possibly where you had art artisans and they were commissioned to do different things by different people.**

**JB:** Exactly. Except that now the scale is much bigger and so it, while it could work at a scale of a world population of 200 million, okay, at 8 billion, you need these structures. And these structures have come in now with, yeah, with, and these technologies have come in and so that's the philosophical reason. Okay. The other part is that as these newer generations are coming along, the concept of earning has changed. The earning concept was a salary every month, and now it is, okay, let me just slave for 10 years, sell my startup and have enough money for life to do other things either the new generation, this, these technologies the new ways of thinking a sector therefore leads me to believe that the future of work, the future of organizations in many way would be bunches of free agents coming together for specific. Needs, tasks, et cetera. Forming like a swarm and then

**DJ: Like a mission, huh?**

**JB:** Yeah. And then another swarm. And then another swarm. And I think even warfare is moving that way. So everything I think is moving to this.

**DJ:** Interesting.

**JB:** Yeah. And that's why I believe this.

**DJ:** Interesting. Let's change topics. Sure. I'm curious about the implication of some of these developments in AI on leadership. I used to be a recruiter at Egon Zehnder. Yeah. In my past life. I'm curious from a leadership ask perspective what's shifting or what has shifted in this world of AI the leader of today? With access to AI in is it the same kind of traits as let's say, maybe 20 years back, or is, are there one or two that are emerging which are more relevant today than they were earlier?

**JB:** Look, So there are, there's a dichotomy here, a little bit of a dichotomy. Okay. For in one sense, and therefore I don't have an exact answer, if I may put it that way, it'll emerge. Yeah. But the two not opposing, but two different views here are, so one is I firmly believe, again, I write on this and it's not only me, the bigger people who write on this is that it is about being human in the age of AI. It is about. The fact that as AI becomes stronger and stronger as it is becoming, we, and therefore leaders too will need to become more and more human. We will not win over AI by, or thrive in the age of AI by becoming more like AI. Okay. We don't stand a chance, okay? Frankly. Okay. The only way we stand a chance is to be what AI will not be, which is more human. And so therefore, that means that your, the things which made you human, like curiosity, okay? Like passion, empathy even love, okay? Humor. Okay. Collaboration, working with people. Eye contact, okay. Is going to actually become more important than it ever was. Unfortunately, our education system and our corporate systems are super well made to take this away from us, to make us more like auto automatons. And remember, AI is an auto automaton,

**DJ:** And each of these things is hard to measure, right?

**JB:** It's hard to measure, except that all you need to do is to look at a 2-year-old child. Yep. Okay. Some of the things which we were told when we were young. That the, it's not the answers that you give. It's the questions that you ask is more important. And we were like, no. In corporate world, including in leadership, as leaders search for answers, they want answers from everyone. Answers Deepak in this world are going to become a commodity. Okay? Answers will be all over, but the right answer will be dependent on the question you ask, what we call prompts.

Okay. And so I think leaders will have to very radically change in that sense to become more human-like than organizational androids in some sense. And that will mean therefore that, I believe, for example, therefore the softer skills will be more important than the harder skills. I believe therefore, that women will get this faster than men do. Okay. And therefore, because it's that part, the human part, which will, which as men being are raised up not to be very emotional and things like that.

That's one big part of it. The second part of it is that is again, goes back to literacy that, see I believe that like we had digital culture, there'll be a new kind of culture, which is AI culture, which is different from digital culture and it's all about these things, these human things. It's also about working very closely innately, instinctively with AI agents, AI tools soon, AI, robots, et cetera, DEI's definition will change to mean humans and machines working together and how that has to be managed therefore, from a leadership perspective, and no and a leader who's is not going to be able to get it until she or he becomes AI literate. And like culture, I believe that culture follows gravity. Okay. Similarly,

**DJ:** What do you mean by that? Culture follows.

**JB:** It flows top down. Okay. It never can go this way. And so this also, people at the top will need to get AI literate first. Okay. To understand how their organizations are going to change.

I'll give you a number report. A few months, a couple of a year and a half back from Microsoft and LinkedIn. Talked about this concept of BYOAI. Okay, so BYOD is bring your own device, BYOB. We all know our bottle of whatever but BYOAI is Bring Your Own AI. Interesting. 80% of employees, one and a half year back across the world were bringing younger employees, were bringing their own AI to work. Okay. And this is only going to increase and here we are as...

**DJ:** What does that mean in tactical terms? access to whatever AI tool you want.

**JB:** It means that your bosses have banned chat GPT at work, but you have it anyway in your phone free and you're using it. Okay. Bringing it to work, sneaking it in your back pocket. Understood. Okay. So that, and the weird part is and here's where leadership is scared and it's saying that ban everything. Okay. Until we understand it. It's like, it's not gonna hap, it's not gonna there's no barrier to it. And until we understand it and they understand, oh, this is what it means and this is how they can do it well and do it safely, et cetera, that's being AI Literate. That's all literacy. And they're the same people by the way. You are a recruiter. I, when I, you were a former recruiter.

When I go across and I. Talk to many senior people, boards etc do these keynotes. Yeah. And I'm like, will you recruit a person who doesn't be, who cannot work with these AI tools? And the answer is unequivocally no. The same people who are banning it, don't want people who don't use it. Okay. So that's the dichotomy. So it's in so these two things be more human, be ai, be a AI literate human.

**DJ:** Got it. And just taking the AI literacy just to make it very tactical. Let's say if you're a CEO today, what are in your, clearly you research a lot of ai tools and models. What are the three tools you might suggest to get started?

**JB:** So what does so what is, CEO is the most difficult role in a company, we all know that. Okay. If you think of what are the top 2, 3, 4 things that A CEO does? Yeah. Okay. First of all, she or he has to absorb massive amounts of information. Yeah. Okay. Disparate information, not only internal, but external competitive geopolitics, and what has that has meant that basically means that A CEO needs to basically have 72 hours in a day and multiplied by a thousand days in a year to absorb even some part of it. Okay? Now, these two, many of these tools actually help you absorb information much faster distil. Okay. And so Notebook LM, for example, which many people don't use, can create brilliant podcasts out of something out of 10 different research reports, which are out there. So you hear it on the way Interesting. Oh yeah. Yeah.

**DJ:** Actually you give it print and it gives you a podcast to listen to.

**JB:** Yeah. Yeah. And unbelievable. Okay. It's just you and you as podcasters are out of job very soon.

**DJ:** We should talk about that separately.

**JB:** For example, or I know people will, what do people do today? They put stuff in ChatGPT. Summarize this article. That's the most useless way of using AI, okay?

It's this for me. No, there are a hundred. It can create mind maps for you, amazing mind maps for you, which you keep on going into. So absorbing information. Second, what does a the CEO

communication is a big deal, right? Many ways. Communication on email, for example. You get a CEO might get a hundred, 150 emails, 200 emails a day.

Sure, some of the staff can handle some of it, but actually using voice features of ChatGPT and others, you can pretty much answer 50% of your emails on your way to work in about one hour. The voice feature people don't use the voice feature of chat. It'll help you frame. With the right tonality, etc, and it'll know you very soon as to what you write.

By the time you're there in your draft folders, there's 20 replies sitting there, which you then just polish and send off. Yeah. Something as simple as but in communication, if you're a CEO of a 300,000-person company and you want to welcome each employee. With your own voice, with your own and about the employee you come from here, this is what your job is going to be and you know you'll be great at it because you did this. You have amazing personalization tools from 11 labs or smallest.ai in, in the CEO's voice, which can welcome every employee who comes in. It's as simple as that.

**DJ:** Mass customizations,

**JB:** Mass customization. We do this in our bootcamps. People just stand up from their chairs. Okay, that's number two. Number three is research. Okay. And for example, as a bank and strategy, okay? As a bank, you want to figure out what should be your next five year strategy and be like JP Morgan. Okay. And how can AI help you do that? And what is JP Morgan? You usually would be, to do this, you'll be paying several hundred thousand dollars or maybe more, okay to a bunch of consultants, deep research tools from four different providers, and they're called deep research for a reason. And actually do this in with the right way, the right prompts, with the right way of conversing, can do this. In a few hours. Okay. And do about 80% of the stuff for you. And after that, the humans come in and you don't need all those highly paid humans.

So I, I've just thrown two, three different things, but there are multiple other things that at a CEO level or a CXO level you can just offsites a large, getting people together to brainstorm. You can actually use AI as a very effective second brain. Or a third brain, which is not a human brain. But we will give you perspectives. If Sam Markman or one of these guys tweeted recently that when he talks to what he does and when he talks to people of his level, what do they use these tools for? The number one thing actually is brainstorming and sounding board. Yeah. Which CEOs, as need a lot.

**DJ:** Of course, I remember talking to Vishy Anand on my podcast. And one of the themes we explored was this whole man plus machine. Given machines are coming in the world of chess as well has been, have been around for while. Oh, it's been around for a long deep blue, and

**JB:** In fact, there's no man versus machine there now.

**DJ:** Man plus machine versus man plus machine.

**JB:** Machine has done it. Correct. Anyway, yeah

**DJ:** The point he said was, machines often bring out an edge case, which is often beyond the realm of comprehension of man. And even in brainstorming, I'm guessing we, there's a certain way in which our mind works and sometimes

**JB:** Absolutely.

**DJ:** Machine throws up things which are way beyond. Wait. What we can talk about and look,

**JB:** We are one brain. I. We have one brain. This has been trained on data and ideas of billions of brains. Yeah. Yeah. What can, and chess is very interesting. People say that, for example today, Vishy Anand or Garry Kasparov, or even what's his name now? The big Magnus Carlson. Magnus Carlson plays a hundred games of chess with a chess ai, or not even an ai, with the chess, whatever. They're gonna lose a hundred out of a hundred times. And so in one way, you would think that chess is over, but on the other hand, I. Chess is actually far more popular after AI came in than it was before.

And so it's interesting and I think that's a direction which is going to work and so on. This the, A lot of times I think AI should not be called artificial intelligence. Should be augmented intelligence. And a lot of people talk about that, and I think a lot of these tools help you. Augment your intelligence rather than I sometimes believe even alternative intelligence is a better term than artificial intelligence.

## Reflections from Deepak Jayaraman

**DJ:** I recently had a personal milestone in my family. My 12 year old son and 16 year old completed their Bharatanatyam Arangetram on 21st September. That is the equivalent of graduation in that art form.

As I think about what being human means, I feel it is about bringing in our Emotional Intelligence, Physical Intelligence and Spiritual Intelligence in a unique authentic way to make a difference. As I witnessed their dance performance, it occurred to me that there are very few pursuits that engage the head, heart, mind, body and soul in an integrated way. It occurred to me that not only are they learning dance, but hopefully they are building a tool box they can dip into in the future as they think about being more human in an attempt to be relevant in the future.

On a broader note, I think there is something to be said about the Arts which lets us explore our human-ness and hopefully bring some of that to bear. While the world is hurtling towards STEM and Computer Science given developments in AI, I wonder if the machines would be better than us very soon. I feel the answer might lie in being in touch with ourselves, either through art or otherwise and bring that to bear.

**DJ:** Just to maybe closer home Jaspreet as we think about the impact of AI on professions, right? Let's say coaching, right? One's hearing trends about chatbots that are playing the role of counselors, coaches, et cetera. This is a selfish question, right? Sure. What's the lesson for people in this space? I'm you asking the broader question? Counselors, coaches, sounding boards, people that are playing this role. How do we have to stay relevant? Sure. Do we have just man vs machine is beaten man in the world of chess. Yeah. The machine beat. What's your forecast for future?

**JB:** No. Absolutely. Look. I think professions like this, high touch professions. Yeah. These are high touch professions. Yes. Okay. Will be actually the safest professions. In many ways. Okay. Because when you are coaching or when you are even doing a keynote speech or when you are counseling guiding, you, it, it's not just your, the words you say.

Okay. It's. It's the tonality, it's the empathy, it's the, all those human qualities that I spoke about are as if not more valued by the coachee, not just, here are three suggestions. Okay. It's the questions you ask or whatever. Okay. So I think those are these professions, in my opinion, these more. There's some excellent stuff that Kai-Fu Lee the Chinese AI guru has written on this in terms of these kind of jobs which have very high compassion or love actually as a part of the job. Okay? And you

think of love or compassion in different ways. It's not just romantic love or whatever. But, and there's a big but.

This to be to continue to be successful in this, you need to work with ai. You need to be, you need to get in AI as a co-coach, if it may. Okay. Because one of the things I'm very fond of saying is that it's not ai which will take your job, it's a human being using ai who will, and this is true for everything.

Hard professions, like being a software engineer. If you're a coder who doesn't use GitHub, copilot or cursor, or one of these a coder or a software guy who uses it is going to beat you. Hollow. You're jobless similarly for a marketer, similarly and similarly for a for any of these professions, including a coach. So you are, you're in danger if you have not, if you're not co, co-working with. Yeah. If you are, then you'll be like a super coach. And the people who are not are the ones who are going to suffer.

## Reflections from Deepak Jayaraman

DJ: It's worth going back to the conversation with the Chess Legend Vishy Anand (VA) and hearing what he has to say about the role of machines and how we can work with them.

VA: *"Machines have become like incredibly fast cars and let's say the best chess players are like athletes which means the athlete is in his best ever moment is not going to have slightest chance against the very fast car, now imagine that advance chess once upon a time was two athletes are getting into their cars being able to use their car and being able to intervene themselves when they felt it would help, now this will only work if you have fuel in sufficient for the entire ride and certain portion had to be driven and what happens now is that Man plus machine versus man plus machine is just often machine was versus machine, it's very hard when your intervention is better than the machine, and it's so infrequent that it's hard to pick out and the point is you may decide that your intervention is crucial but your rival still using the machine then you have to be sure that your human touch is not worse than what it's going to do that is turned out to be dead end, however chess has become spectacularly enriched by our ability to work with the machine at home and combine its ability to throw up unusual patterns unusual ideas I mean one of the things that forgotten sometimes is how rich chess seems now because the machine has shown us how many things we had rejected which turned out to be possible and how many areas we thought were close for ever have opened up again I mean if the machine is guilty of closing doors its responsible for opening far more doors than it closed and right now it's an golden time in terms of how rich the game seems and the other thing is done it made just accessible to everyone because if anyone has the world best coach if a slightly not very expressive one then every person on the planet has the world's best coach available for a price that means that once you know, how to ask the right question you can get the right answers and you can grow so the learning process become incredibly interesting"*

DJ: In a recent coaching context, I used Notebook LM to read my notes and come up with some coaching pathways for my coaching client. It came up with 3 or 4 ideas. I already had a couple on my mind but one or two were interesting angles that I hadn't thought of. Like Vishy says, I think AI opens up interesting pathways that are often in our blind spot. So, if we work with it, the Augmented Intelligence can be quite powerful.

DJ: Interesting. Interesting. Another term I came across recently, Jaspreet was as machines become smarter. I heard somebody say, we need to double down on our humanness and the phrase they used, which stayed with me was, what's your alpha? Above the baseline LLM. Just like we talked about alpha and stocks. The question between the question being what's your alpha, above the baseline LLM? What's your take on this?

**JB:** So all the things that are it's the same thing. It's about being human in the age of Yeah. Understand it's the things which, that's the alpha. That's the alpha or the delta, or whatever it is. Okay. It's your human abilities and it's your human abilities to not only to be curious, ask the right questions, da, and even human connection.

Human connection is severely, mis underestimated. Okay. I go give my keynotes, for example, and people pay me for it. And I'm like whatever I'm telling you today, you can actually in an, so if I'm talking for an hour in, one hour in know ChatGPT plus Gemini, plus Google plus blah, can tell you 10 x more than this free.

But you still wanted a human to come and tell you because you don't do it. That's why e-learning as a concept field, those MOOCs as a concept. Okay? Because the human connection is absolutely and will continue to be the alpha and human connection can be then has multiple components.

**DJ:** I want to move to careers Jaspreet as we look five years out, 10 years out, what's your take on the class of jobs that are gonna get created and the class of jobs that are likely to perish? Of course, there's a bunch of jobs where we need to augment ourselves using AI like you just said. But I'm curious about the extremes here.

**JB:** No, so look, this thing is moving so fast that, my answer changes every week. I continue to get amazed by before ChatGPT brought its new image feature last week, I never thought that graphic designers would be in so much trouble as they are now.

Okay? So you really don't. I can't predict. The only thing I would say is I look up to it in 4 ways. The first is that certain number of jobs are not going to exist. Different estimates, different dependent on who you believe between 10% to 25% and just, and every technology which has come as decimated jobs.

This is gonna be props a little bit more. Okay? So it's now, and so what if you're. Mostly jobs, which are either low skill, you're summarizing stuff, you are doing just basic research of something, or you are you are doing payroll software okay. Or whatever it's not going to, it's not going to exist.

There are certain jobs which nothing will change. Okay. They'll continue to exist. So if you're a farmer, you are absolutely safe. Okay. Or if you're a construction worker.

**DJ:** I guess it's a knowledge worker that's,

**JB:** Ah, though there's a evolution of ai, which sometimes is called physical ai or called there's another word for it, which I forget which might.

But before that, so it's those are roughly about 30, 35% of jobs. Nothing is going to happen. Okay. The third is very interesting. Third and fourth are more interesting than the first and second. The third is every technology has created more jobs than it has destroyed, period. Every single technology and in every technology, we were this afraid of losing jobs.

At the time, at when it came in. At that time, computers. Automobiles, whatever the, but the thing is we don't know what are those jobs which are going to be created, which basically you didn't know. There'll be online reputation managers or search engine marketeers before the internet or search came in.

And that's why, again, literacy you'll need to, when they emerge, you'll need to be ready for them. Okay. And that's why you need to know, okay, how to work with these things because jobs are

gonna emerge out of that. How much percent we don't know because there's, we don't know the number, but the last is the most critical.

And many people say that's gonna be between 50 to 60% are the jobs which are gonna be impacted. And that's where what I spoke earlier, anyone using AI. Will be better. We'll take the job of someone not using AI. In whatever job it might be. Whatever. And so those are the four different ways you look at it.

And which are those many people again, Kai-Fu Lee, whom I quoted, has this beautiful matrix and is given 10, 10 specific jobs, which will be like never hit by AI, in fact will be the jobs of the future. CEO is one of them for example by the way. So then it's it's different.

**DJ:** Got it. Got it. Moving to careers. How we, My father worked in one company for 40 years. I worked in three before I moved to Portfolio. You worked in a few. 3, 4, 5. Three, four. How do you see careers playing out in the world of AI?

**JB:** Yeah, we've already spoken a little about this. Okay. Because, see, think about it. Every revolution democratized something. So the agricultural revolution created an abundance of food. Which never used to exist before, changed the world. You can't imagine how much the agricultural revolution changed us as a species. Okay. Industrial Revolution, democratized labor. Okay. Changed everything. How we lived, where we lived, what we did, jobs, work, society, marriage, everything. And then little further down, the information revolution made information free again. Created this and in, in organizations and careers. So if think of again, there's been great work done on this by different people but they were, I as this changed, organizations changed. Okay. They started with this red organizations, which were command and control. Okay. Army, Church, no performance appraisals. Tribes. And then with the Industrial Revolution, you started having organizations again, hierarchies, etc, and careers changed, therefore, and our parents were in that.

And then we were on the cusp of this and the information revolution, and here it was different. 20% of your time is your own time. Okay. You more a free agent than you used to be. Moonlighting is happening. Okay. More newer startups are happening, so you move jobs more often.

Entrepreneurial stuff is happening, and now intelligence is going to become free, which is crazy. Intelligence on tap. Okay. And when that happens. We'll see a different kind of careers. In fact, I don't think they'll be called careers any longer. And that's where I believe this thing of what I, we spoke earlier, which is about one company, many organizations.

So I think at the most extreme, each person will be a free agent. Okay. With the specific set of skills, so much available on tap. Okay. And using that to and actually you see a lot of the younger generation, even in India. Okay. Getting into that mode. Okay. Where a reasonable portion of a batch, which graduates is not running after the placement list.

Okay. But actually saying, you know what I'm going to do? I'm going to do graphic design for someone plus this, plus learn something here. Plus use these AI tools to deliver something or go on Fiverr or TaskRabbit, or

**DJ:** True for us, whatever the portfolio was after 10, 15 years.

**JB:** Right now it's gonna start from the beginning day zero. Yeah. Many of them are from yeah. As a, so it's a natural evolution from lifelong jobs to 10 year jobs to during the internet era, three year, four year jobs. Okay. Or two year jobs to virtually. A few month jobs, but except that they're not

jobs, but, or a few weeks. But they are tasks, which you're doing the whole swarm thing again, is how I think it's going to go.

## Reflections from Deepak Jayaraman

**DJ:** Given what Jaspreet says, I guess all of us need to develop an entrepreneurial mindset as we move into the future. Whether we choose entrepreneurship as a profession or not, that mindset is likely to be useful. I spoke to Ravi Venkatesan (RV) who is one of the leading thinkers in the realm of how we stay relevant given AI and some of the other developments.

**RV:** *"So, look, the world is going through a period where the supply of jobs will not be able to keep pace with the demand for jobs partly because jobs as a construct is an industrial era thing, which is going away as companies want more fluid contracts. And also, we are doing a better job educating larger numbers of people. So, the supply side is increasing handily. So, if this supply-demand gap is not short term, but actually is structural and long-term and what you want to do is get more people becoming entrepreneurs and both to feed themselves as well as maybe create livelihoods for a few more, and of course, in some parts of the world, entrepreneurship is flourishing, in our own country it is doing very well in some of the larger cities like Bangalore or Gurgaon, but the question is how do you, is it possible to catalyse this so it spreads like wildfire to our smaller cities, towns and rural India, So, that's the whole purpose of GAME and our work is to try and make it aspirational, get more people to think about this as a conscious choice and number one or two on their choices, rather than a government job. And then how do you help them think about an idea and incubate it and how do you create an environment that promotes growth so on and so forth. That's what we are trying to do in GAME. But along the way we have realised that look, while not everybody may want to be an entrepreneur or capable of being an entrepreneur, in a very, very fast changing 21st century, everybody needs an entrepreneurial mindset. It doesn't matter what you are going to do but the chances are if you have an entrepreneurial mindset, you will be more successful. Now, what is it about the entrepreneur's mindset? I think there are four or five things. One is they are able to sense opportunity, every problem to an entrepreneur is an opportunity in disguise. To somebody else every opportunity is a problem. So, you want to help people make this shift. So, this garbage lying on the streets oh, it is an opportunity for a waste business, climate change is the mother of all opportunities. So, every, so get them to sense and see opportunity and then act on something that moves them. So, that's one aspect of an entrepreneurial mindset. A second one is this idea of resources versus resourcefulness. Don't get crushed by the fact that you don't have resources to start with. How do you bootstrap yourself is a very powerful idea? So, for instance, somebody may have an engineering degree from a not a particularly good college and they can't find a job. If you have this bootstrap mentality and say, look, I don't mind starting out as a Swiggy delivery person, but that's not where I am going to end my life, that's just how I am going to get going and bootstrap myself and then in the off hours I am going to do something else and then I am... so, that's why I point out that this mindset is very crucial, problem solving is another thing that every entrepreneur has to do. Every day there are new problems and you better figure out how to solve them fast. That's pretty handy in life as well. Tenacity, not giving up staying with it, staying with it until you encounter success is another attribute. So, what we are saying is every person will benefit and be more successful if they have some of these mindset and skills and we found that it is teachable."*

**DJ:** Creatively skill stacking our various capabilities and going on a talent market dating process to discern how we can contribute to the world around us is a skill that is likely to be even more critical in the future. I discuss this approach in greater detail in my book – Play to Potential, that I published in Nov 2024.

**DJ:** Changing track completely. Just breathe. I'm, I have a 15-year-old, I have 11-year-old. As parents, how do we, how should we think about raising children that can stay relevant and. Happy if I may add that term as well, given human connection is also,

**JB:** So I think that the kids and I teach, I don't have kids myself. Okay. But I teach a few of them. Many of them actually get it more than the parents do. Okay. Or the teachers do very frankly. I think, what do parents worry about? One is staying relevant. The other is safety. Of all these new things.

I personally think, and I, that, you know, if a, parent of a 15-year-old, 12-year-old boy girl comes to me and says, can she or he use ChatGPT? I'm like, absolutely. Just keep her away from Instagram.

What I'm trying to say is that the, that social media is actually a much bigger problem than AI is from the protection fear viewpoint. And I personally think that if a child gets far more enamoured with these new tools of ai, it's a much more healthy obsession, healthier obsession than being enamoured with Instagram or whatever. Okay. So that's one way to guide them to this newer shinier toy.

In that sense, it's a, comparatively a safer toy. Okay. Then, I also think that a lot, of human connection has been lost again, because of social media. Okay. Not because of ai. AI helped it, make those attention happen and click clicks happen, etc etc. But, I, would actively, as a parent, yank my child away from school, which banned ai.

**DJ:** Interesting.

**JB:** Because you are setting them up for failure, okay. Remember, the people who are learning how to work with it okay? Are going to be far more equipped than you. It's Not knowing the internet and going into the world or many years back, you're not knowing what Microsoft Excel is even going out into the corporate world.

So I think in my view, parents need to play a much more proactively supportive role to this. And again, as much as possible, trying to raise them as good human beings will mean that they will use a high also responsibly. But the worst thing as a parent you can do is to actually. ban or cut them out, limit a person, a child from doing that and try that four hours of Instagram time can be much better used because they, there's so much, it's we used to get fascinated with Encyclopaedia, Britannica or, okay. And, or, so my limited, because I'm not a parent myself, I have limited things to say here.

**DJ:** Sure. Got it. Got it. Just, last couple of questions before we wrap up. Jaspreet. One is just for professionals in general, right? This question of staying relevant. See, I think we all, given advances in healthcare, will live longer and therefore possibly be productive for much longer. What's, your take on staying?

**JB:** Let me give you a very provocative Yeah. Thing here. Not only this is, this a technology which. Favors cognitive over, not our menial or white collar or blue collar. It favors the old over the young.

**DJ:** Interesting. Say more, tell

**JB:** you why. And this is a sad story, but it bear out, that's what are the skills which AI is good at? It's good at the skills which a, an employee does in the first. Five to 10 years of her corporate life. Okay. Paralegals, researchers, market research, graphic design. Okay. Following up, minutes of meeting summarizations

**DJ:** It leads to hollowing out exactly of the bottom layers.

**JB:** And that is very dangerous. Okay? and so what happens, and there's a very interesting article in New York Times, which talk, and okay, and what is it that AI cannot do? The experience, the learned memory of organizations, the, judgment. okay. things like that.

**DJ:** The higher order skills.

**JB:** Higher order skills, which you develop in those 10 to 15 years, and then you become what you become. And so it favors the old over the young. Okay. The lot of stuff which quote unquote, younger people will do. There's not, I won't generalize, but, of course. is now being. And so this very interesting New York Times article, which has really struck me, is that therefore what happens, and this lady who wrote it, I forget her name, said that we'll probably have to go back to the apprentice system of old, in the olden times, once your child reached a particular age, you'll decide, if he has an interest, or you want him to become a ironsmith, you would go to an Ironsmith, a master ironsmith, and say, please take him as an apprentice. I'll pay you, I will pay you. For the two years that you teach him today, organizations pay you to teach you. Earlier on that wasn't true. You paid to learn. Will we go back to that? Maybe. Okay, so therefore I believe that, this is the darker side of it, but let's come to the lighter side of it and therefore for people of a certain age, say above 35 40, 45, 50. I think this technology is made for them. Okay. All the things which required lots of energy, lots of, detailed work to be done at, et cetera. While you could use your, on top of which you could use your higher,

**DJ:** You got leverage higher. It gives you nice leverage, right?

**JB:** I do it all the time. I'm that age. and I do it all the time. I don't have any researcher because deep research does more work than any researcher would. Okay. Or, which is sad in the other side. Okay.

**DJ:** The paradox here, however, is. If we have that hollowing out where we have the senior people, let's say the more evolved, experienced people leveraging ChatGPT, how do we create a pipeline of talent that bubbles up to the top?

**JB:** No, I, agree with, look, I think in a sense it's an extreme situation. I don't think it's gonna happen that way, but certainly there'll be an impact. Okay. Certainly, there'll be an impact.

**DJ:** Interesting.

**JB:** And so I don't know the answer to that, hollowing or I don't think it'll be fully hollowed out

**Deepak:** Sort of thinning out

**JB:** That is like thinning out is the right word. Yeah. Maybe thinning out. And, that's a societal issue in that sense, but I was answering a limited question of older people. Fair, point.

**DJ:** As we wrap up, Jaspreet, as the, podcast is titled Play to Potential. So given just your vantage point through which you look at life. What's your take on playing to potential as we look ahead?

**JB:** So I think, and I think in many ways the way you've led the questions and the podcast is actually playing to play to potential. Okay. but. You started with, me discovering, what is that my potential is? And I think that discovery, some people are lucky, they know it early. Bill Gates knew it like when he was 11 years old or whatever. Okay. And therefore he could do stuff, which Tiger would do it

**DJ:** When he was three. Or sorry, his Tiger Woods's father got him started when he was three,

**JB:** Right? Demi has at four was, he was a chess prodigy and he figured out stuff and whatever. Anyway, so some people are lucky, they figure out. But I think the first is to know, when you were saying play two potential, there's a word here between two and potential, which is your potential.

**DJ:** Very true.

**JB:** Okay. And, very individual. So first you need to figure out what is your potential, okay? And that is a discovery thing. Okay. And it's not gonna happen unless you experiment with a bunch of things and it's not gonna happen until you're curious about it. People aren't even curious about it. They don't care. Okay. And so first is that, and then the second is that you have to play to it.

So in the sense that, again, what we spoke about, that, you don't try to be someone else okay to be just because there's a model as you said, or there are other people who are in that particular potential area, doing better than you or, whatever. And then the third, if I may add, is that now you've got some phenomenal technology tools out there.

Okay. Once you realize your potential and once you are set, know that you wanna play to it, don't do it alone. Okay. So you've got like this amazing set of, tools out there and technology out there, which can just totally catalyze cut. Turbocharge your, journey, and I'm doing that now, but I wish I had this five, eight years back. I would be at a very different place than what I'm now. Okay. If I had this

**DJ:** Fascinating

**JB:** Force behind me. So I think those are the three things.

**DJ:** Fascinating.

**JB:** Thank you so much, esprit. The pleasure talking to you. Same here. Brilliant talking. Thank you so much.

**DJ:** Thank you, sir.

**JB:** Not at all. Thank you.

## Reflections from Deepak Jayaraman

**DJ:** I hope you found the conversation useful. To dig into our work, consider visiting [playtopotential.com](http://playtopotential.com). Members can access curated insights by theme. If you are a CEO or a CHRO of a company, you might find that this piece is useful in the context of sharing resources with people in line with their development needs. You might also find the book – Play to Potential published by Penguin relevant. In the book, I discuss how we can think about playing to our potential in a holistic sense.

Thank you for listening and look forward to having you tune into the subsequent conversations at the podcast. Bye now.

## End of transcription

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Nugget from James Clear that is referenced: [Keeping the identity small](#)

Nugget from Vishy Anand that is referenced: [Staying relevant in the world of machines.](#)

Nugget from Ravi Venkatesan EP2 that is referenced: [Unlocking Entrepreneurship.](#)

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- 105.02 Jaspreet Bindra - Key transitions in career
- 105.03 Jaspreet Bindra - Approach to Personal Brand
- 105.04 Jaspreet Bindra - Evolving leadership paradigm
- 105.05 Jaspreet Bindra - Impact of AI on Coaching
- 105.06 Jaspreet Bindra - AI leading to job creation
- 105.07 Jaspreet Bindra - Careers in the world of AI
- 105.08 Jaspreet Bindra - Getting children to work with AI
- 105.09 Jaspreet Bindra - Staying relevant in the world of AI
- 105.10 Jaspreet Bindra - 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](#).

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