



Guest

Matt Dixon is an Ironman University Master Coach and a former professional triathlete. He has a master's degree in clinical and exercise physiology and has been featured in the Wall Street Journal, New York Times, Men's Journal, Men's Fitness and Men's Health. Dixon is also the author of two books, Fast-Track Triathlete and The Well-Built Triathlete, available from Velopress.

Matt runs Purple Patch Fitness, an organization that provides a customized training experience for athletes of all levels. This includes multiple World Champions (Athletes that have trained with Purple Patch Fitness have amassed over 400 IRONMAN and IRONMAN 70.3 wins and podiums) and time-starved executives in Silicon Valley (includes Sir Michael Moritz of Sequoia Capital, Mark Pincus - Founder of Zynga, Sami Inkinen - Founder of Trulia et al).

We spoke about a range of topics including how Matt transitioned from being an athlete to a coach to an organization builder, similarities and differences in coaching elite athletes and time-starved business leaders, why toughness is not a differentiator at the very top, expanding the mental reservoir of strength, dealing with the "wall", criticality of rest and rejuvenation and more.

Context to the conversation

Welcome to the 46th conversation at the Play to Potential Podcast. This is your host Deepak Jayaraman here. I am an Executive Coach and I work with Leaders during high stakes transitions – whether it is related to an organization or the Leader's career. I feel just like companies need to be coherent about the 2 questions – where to play and how to win in the context of their strategy, we all need to be clear about our responses to the two questions – where to go and how to grow at various points in time? I work with leaders to address those two questions especially during key points of transition as they go through their journeys.

In this podcast series, I talk to leaders from multiple domains (CEOs, Sportsmen, Artists, Thought Leaders) on three broad themes – Leadership, Transitions and Careers. Sorry, I have been off the grid for the last few weeks. I just got back from my summer break in London where I studied and worked several years back.

Before I get onto the next guest of this podcast, I should mention that I am excited about the line-up of podcast guests in the coming weeks. In the pipeline we have

- Paddy Upton (Mental Conditioning coach of the Indian Cricket team that won the ICC Cricket world cup in 2011 – quite a timely topic what we saw at Wimbledon and in the finals between New Zealand and England.
- Prof Herminia Ibarra – Professor at London Business School and one of the foremost thought leaders in the space of Leadership Transitions and how leaders can reinvent themselves.

- Prof Lynda Gratton – also a Professor at LBS and Author of the book 100-year-life and how leaders could think about staying relevant in a world where they possibly have to work till their 70s and 80s. As you would have guessed, I took the opportunity of catching up with Herminia and Lynda in person when I was in London.
- Alan Eagle – Co-Author of the Book Trillion Dollar Coach (an insight into the methods of Bill Campbell who has coached the Who's Who of Silicon Valley).
- Tasha Eurich – Author of the book INSIGHT and one of the leading thinkers in the area of Self-Awareness.

Stay tuned for this coming your way in the next few weeks. Let me get to the episode at hand and talk about the guest in this podcast conversation – Matt Dixon.

Matt is an Ironman University Master Coach, former professional Triathlete and is the author of two books Fast Track Triathlete and Well-built Triathlete. He now runs Purple Patch Fitness that provides customized coaching for athletes across all levels. Purple Patch fitness has coached multiple World Champions and their professional athletes have amassed over 400 IRONMAN and IRONMAN 70.3 wins and podiums. On the other hand, they also work with time-starved CEOs and Business leaders such as Sir Michael Moritz of Sequoia Capital and Mark Pincus, the founder of the gaming company Zynga just to name a few.

Without further ado, let us dive into the conversation with Matt Dixon.

Transcription

Deepak Jayaraman (DJ): And for the purpose of listeners why don't we start with you talking about what you do but more importantly give us a sense of why you do what you do?

Matt Dixon (MD): Sure, to really understand what I do I think we have to talk about my favourite subject "Myself"? My background is I'm an exercise physiologist but also uncertainly Athlete and without belabouring the journey of my Athletic career it's a fastest I think wonderful example of how to do a professional triathlon career very poorly. And this is now going back 15 years but I'm an used to train myself into the ground ignoring some key positive happiness I think... for performance for lead athlete but also for every type people and it was my journey who sort of the catalyst in many ways for me to look at the sport all the time my self being a triathlon coach and ... coach and just think there got to be a better way and I came up with an all start to develop out of this things Methodology a way of thinking to help in during athlete. But as we if go an out journey that we had a lot success with there in... athlete some professional athlete but it is really burning to accompany now Purple Patch in which it really people find there human potential and find the machinery companies to educate and empower people to find their athletic potential and that's through the lengths that when you find your athletic potential you are in your way to reaching your human potential and so that's what the company and myself does.

DJ: Talk to us a little bit about the kind of people that train with you at Purple Patch?

MD: We have a wide spectrum and I think the common threat between them all is that desire to improve. But one at the continue we have people that are unapologetically going off to work class

performance. Professional athlete some of the very best Iron man athlete in the world that must be world champions and then of course on to that I'm broadly we have very obsessive amateur triathlete spread all the way down to the other end where it's people just looking to integrate sport into their life so that they can not only achieve results in sports but thrive in the other critical elements, their health, their performance at work and the version of themselves that brings to their family and friends so that tends become very busy CEO's and executives that are looking to thrive across life.

DJ: And just may be to pick two archetypes in the people that you train, on one end you have world class triathletes on the other end you have time starved CEO's and founders in the valley and other places so in what ways is coaching this two groups similar and in what ways is it different give us a sense of how you think about coaching in each of these two situations?

MD: Sure, I think it's interesting because we sort of have our visions of what it takes to be a really successful CEO and a really professional athlete. But one of the things that first point out is that toughness is not a differentiator and so people that are successful it's a pre requisite be tough and that's the most obvious thing. What we see with working with these types of athletes and these types of CEO's is there tends to be a set of very common trait's or personality traits a way of thinking that ultimately developed, successfully and we bucket those into forming categories. The first is the they all operate within a frame work and this is the most obvious piece but they all have a North Star vision they all love a journey they have a massive intentional focus for consistency and so we think about that all of these people are habit driven they have big picture thinking several creditability to come out of the way it suppose the professional athletes and the CEO's and the thing I find the two element I find very similar always there is a thirst for coaching and so both population really require cry out for accountability and feedback but have humility to be coached and I think that's a really interesting one because people think about successful people as just being great leaders driving from the front but in fact leaders need leaders and they tend to be the most humble and thirsty for knowledge really understanding the why and the final component is a that what we call purple patch change-able. May understand that the journey to performance is never linear and so there has to be this amazing resilience and adaptability with in both populations. When we think about the professional athlete the interesting thing is in many ways those athletes are looking after looking for world class performance. Manage within much more chaos that includes family and other aspects.

DJ: Let's pick up with one of the pieces you spoke about Matt people being changeable and you spoke about that being a common threat across a lead athletes and successful leaders How do you search that out as you think about that people that you take on a purple patch what sort of people do you say no too?

MD: Well I think the first I would say we have to acknowledge a couple of things the first is the change is hard and in fact even when change is a positive thing it's a real challenge for people. And you mentioned to be in there how do we say no to people? How do we suss out whether they are the changeable? Aren't you believe that developing adaptability and resilience which is the hobby of being changeable is a learnable skill and so the first component is really looking at all the way have these characteristics and now when I just there similar to some god given gift or something like that? But instead what we really look at is do they value coaching; do they have the ability to rise up and create perspective and are they the immersed in the positive component of requiring accountability of feedback and so really what I look for... do they have humility to be coached. Is this someone that is a person that leads with and I always say this do you lead with more questions than just trying to provide the solutions. A common phrase that we all know nowadays is a growth mind-set but is this athlete or particularly is this CEO. Do they want to understand the Why behind it and people don't want to just fallow a plan that just wants peas spoon feed that doesn't suggest a characteristic of

adaptability it's simply box checking and there for I would say No only all they less equipped to become a great CEO and executive that certainly not going to improve in the sporting component of life in the way that they could

DJ: I guess if I would have made sense what you have said that certain curiosity towards the next level of detail not just the sticking to the plan or just blindly following it but really showing a healthy curiosity towards what's behind it that's what I'm picking up?

MD: It exactly that what curiosity is a wonderful word it on an athletic sense. Imagine if one of your listeners was training for I'm in Goa or I'm at Turkey one of these triathlete that are becoming more popular in the area and all they want is a plan just tell me what to do as a central base line characteristic that's box checking and the characteristic that is going to separate these the follower plan and do well because it's the small plan and then it so and the people that are going to really going to really thrive, really shine at the people actually look at the plan and say how is this thing to my life? What's the meaning? What are we looking to accomplish out of this? So the ultimately from the plan they creating mission. I understand what my purpose is and from there a whole thing start to become unpacked and really what it creates within that person in empowerment in the same exactly the same applies for a CEO and if had is a very busy executive comes and just said great I'm gone get a coach give me the fairy dust, give me the magic that's never gone be ultimately the most successful relationship because pure excellence and development in any area in life is going to come from intrinsically the person and any coach is going to drive them by setting the path not just an helping them guide them along the way not just saying this is what you should do because I said it.

DJ: What have you learnt about the coach and coaches fit if I may use the term different athlete requires different styles of coaching and probably different types of coaches? So in your experience in purple patch and as an athlete yourself how do you think about finding the right fit now at purple patch how do you think about it?

MD: Well it's something that we talk about a lot Deepak with the acknowledgement that "I am not for everyone we are not for everyone" and there are obviously different styles of coaching but I think the heart of it many ways the question is what is the most successful style of coaching that is always present or what are the key components from effective coaching relationship and I think that it's very different to coach young children versus adults. So, if we decide that we are going to be coaching adults which what we are talking about here. We have to acknowledge that hopefully that adult is evolved. When you are coaching a very small child, they don't have the wisdom their capability for critical thinking really the opportunity to contribute in a meaningful way and so our job as parents or as coaches of children is to block and tackle and sort of the very direct coaching methodology. But if we answer the question in terms of adults there is always a way component that we are looking for collaboration not a dictatorship and so I think that it is really important for both coachee and coach to realize that they both have a role to play in the partnership and what that means is that there has to be communication and accountability on both sides. So beyond the main pursuit we have to we have to really look to put at to centre that the key is honesty and truth and ensure that there is a communication happening and I think that's the critical component for the coach to find whether they can communicate with the athlete or the person that they are guiding. But also, the coachee to understanding noise that have a to play in that pursuit as well and I think that's really critical element of finding the appropriate coach for you ultimately.

DJ: In one of the conversations as I was doing the research for this podcast you talk about the coach's openness to being coached as one of the elements of a successful coach coachee relationship and I found that fascinating. We often see this is a one-way street where the coach is coaching the coachee but I really liked the way you framed it saying you know even the coach need

to be open to receiving coaching so talk to us a little bit about how that plays out in the purple patch context?

MD: I think it's a fundamental tenant of how I go about coaching in many ways Deepak and I think it really fits in two channels. The first is the same is characteristic for a CEO, an executive or world class athlete is always thirsty for growth and he is always looking to understand why and develop and quite often as you say people come to coaches and think that they should have all of the answers and so the coach ends up in full confidence often standing up almost like the Wizard of Oz and saying this is how you should do it but the truth is that the coach is get into water if as soon as they start thinking they have all of the solutions and so the first part of it is a coach's quest to really try and surround yourself in experts in particularly as a field that you can draw from to help your own personal growth. In the same ways if leaders need leaders and then coaches need coaches and all the time I apply and realize hang-on it's not my role to be an expert in every domain of performance. So in my role that might be nutrition or sleep or time zone on adjustment physiology or strength and conditioning whatever the components might be it's much better for me to learn and evolve and draw from experts in that field and going toward to the leading neurologist so that I can draw and understand more about sleep quality so that then I can fill and try to apply and putting context for my athletes and CEO's so there is that part of personal growth but a second part of growth also comes from the people that you are leading and probably the most valuable lesson that I have received as a coach is from observation and from understanding and from listening to my athletes and CEO's and that comes from me personally in two areas and that thing called wisdom in coaching. But as a coach you can only grow and learn through observation and listening. If you are listening and if you ask questions and so effective coaching for me isn't just telling people what to do and that's why I come back to that collaboration stand point. You have to have the courage and the vulnerability which I think is actually a strength to ask questions to see how they feel to find their perspective and to look and observe and grow and so the only way to be an effective leader or coach is to always be in the cursive of learning even all ultimately you are the one who is setting the path and I guess the final component that I might say with many people that I worked with let's take a leading CEO very busy has a highly complex life and they come to me for help inject fitness, health and all of the habit's around performance and health into their life and so I am educating, I am empowering, I am creating a solution that can integrate into their life so that they improve at the same time I'm looking to draw from the lessons and the behaviour because ultimately they are successful in something parallel and so it's always an opportunity to look and learn and observe but if I am just broadcasting I'm never gone achieve that rich award as a coach.

DJ: Just shifting focus back to your personal journey Matt, you moved from being an athlete to being a coach and from being a coach to being a leader of coaches at Purple Patch so talk to us about both this transitions what's been easy? What's been hard? For you to transition from each of these orbit's to reinvent yourself along the way?

MD: It's a funny journey as you look back now but I think that I have gone through a few transitions the first was obviously athlete and then transition to coach and then coach to small business owner to CEO with the same time almost time being the same coach. It has been a challenge it always is and I think the journey to whatever one's performance is never linear and there are gone be mistakes on the way but it's that adaptability and resilience I think it has been a back bone of it. I think with a transition from athlete to coach it's a great question because in many ways the analogy that I would use is how do you become an employee that's really good that will be your role and suddenly become a great manager and that's what really what coaching is and there is a reason that many great athletes ultimately are not very good coaches and in the same way as the best employee at a particular, the best they scientist may not become then a great manager because really what we are asking them to do what I was myself to do is to a wonderful fighter pilot but then suddenly

become an instructor or an air traffic control and the emergency services and ultimately not all of us are quite to do that many don't have the perspective and ability to come out of the weeds and as we talked about it before the curiosity to understand the why behind the success and ultimately for my challenge the first thing that was the biggest challenge is elite sport is very self-centred. It's almost day and appropriately selfish quest coaching is not hence for what I had to draw on was taking myself out of becoming the driver and over the course of time becoming the more ironically humble even though I was a leader and the interesting thing is as then I had to make the second transition from coach to business owner and business leader ultimately in managing a team but just to coaches but of many different skill sets and rose. I found in many ways more iterative and almost felt like some components I do side by side by MBA through my elite athletics and professional career and all of the characteristic that I had and all I had to do was apply that combined with coaching which is really management and I just had to almost tilt the light towards that draw on those characteristic and I found that pathway ironically easier and there were lots of things that I had to learn around corporate structure and technology and you know things along those lines which the same as it going into any business but the actually characteristic of becoming a manager and what it takes to be successful as an entrepreneur I could draw on my elite athlete in fact I understand why people love to hire athletes because they have the traits not just of toughness but they have those characteristics of excellence that ultimately is critical for success and most of them are trained to be managed because they are trained to be coached.

DJ: And even going back to the second transition Matt moving from a coach to an entrepreneur and a leader of an organization that has a several coaches working in it how did you think about that choice because scale is a choice and different people derive energy from different things so how did you think about Matt working with 10,20,30 people and really driving them to world class performance versus Matt creating an organization that does this was that choice reasoning straight forward or did you agonize over it?

MD: I think there are two components that may be sound like a paradox the first is that I am a competitive person and I love the journey of development and so as the path opened up where there was almost stay in many ways there was a replacement for the passion of the process of becoming a world class athlete. Suddenly I saw a parallel journey and so it and so it toughed in mind that my heart strings this is wonderful challenge it almost seems impossible and myself being English where I grow up in a culture of go and get a real job and we don't belong and almost the class system where even in the States everyone believes something is possible and so I she needed to grow in confidence to take on that component that she said hang on I'm actually going to do this. But I think the really push behind it is I saw a real need for it. I saw a solution or a problem that may be to be solved and at that time when I started Purple Patch that problem is the I saw so many of the people of the time all athletes they were walking around in the fog of fatigue and I felt like there was a different way I felt like there had to be change and so I think that when you see something that need to be solved and you are feeling like you have the answer there is a greater pull or may be a greater push to step towards and it's very succinct so I didn't actually stop with all I want to be a CEO or I want to be an entrepreneur it was never driven by finances it was never driven by self-glorification or ego even as we go can be a good thing is important in many traits. I was driven by ultimately having a really positive impact on something I think it's quite important how we operate in daily life and how we feel and the results we receive from the efforts that were putting into something and out of that then it has grown and so I think it's really two folds in many ways.

DJ: I'm curious about the big shifts that people often need to make when they come from excellence in one domain but now they need to be good at multiple domains to me at some level it feel a bit like from a functional leadership role to general management role in a company so talk to me a little

bit about what are some of the interesting things you have observe as people make this transition from excellence in one space to being good at multiple things?

MD: I think your analogy is absolutely perfect because the interesting thing about multi-sport you know put a sport in which almost three individual sports but ultimately it's not swimming, biking and running the sport is three disciplines swim, bike, run and it create one sport so it's multi-sport therefor it's multi-disciplinary and this is a very similar skill set that is required to be a high level executive, multi-level functioning and emotional intelligence and executive functioning and so it all becomes about intentional focus the real benefit is that idea to me any one coming into embracing a multisport lifestyle in which they have a perfectly balanced set up skills. So if I use triathlon as the example they are stronger for swimmer and a cyclist and a runner there is always one or two that are slightly stronger and there is one or two that needs growth and the interesting part about participating or going on a journey of this is it therefor create an arena a forced growth and very rarely in life as we become adults to we put our self in situations where we have to grow in an area of real weakness and so often when people take this on and they might be a very poor swimmer. Imagine somebody again come back to preparing for my Ironman Goa and they decided that's gone be their first race that they are going in this sport think and look at and the tendency is always going to be to fall towards their strengths and the reason for that is that they are familiar their strengths are familiar. But the necessity is to actually force growth in the weakness, yes really on the strength yes continue to look to grow and magnify those and use them but we have to actually see blind spots see weaknesses so that we can develop so the interesting thing that we see almost every time working with an executive who comes in and starts to deploy a multi-sport lens and it is a matter of if it's triathlon or it's just multiple disciplines there might be rolling and riding a spin bike and doing some strength training whatever it might be the development of weakness is very rare that they don't start to join the dots back to the requirement of themselves is being a really high functioning executive and CEO and if I can I'll tell you a really brief story this goes back several years now but one of my long time athletes and now developed into very good friend Sir Michael Moritz who is a very well-known Venture Capitalists in the Bay Area and there was the chairman of a... when he arrived to Purple Patch and we started working with him his quest was a what's become a better cyclist and he had a wonderful goal he said is my goal and my mission is to reach 90% of my potential and we first say that that might sound defeatist but really what he was saying is I want to maximize my return on investment within context of everything else I have in my life and obviously a very busy person with travel and lot of responsibility in the work place but over the course of the development of becoming a cyclist we integrated something that was really critical for him strength the conditioning training and we also introduced into summing and at the time he could barely swim but that forced growth of development in where he was passionate in cycling but then introducing swimming it opened up his journey and he started to join the dots back to what it takes to be high functioning executive we spent a lot of time talking about this of the benefits of multi-sport to link back to many ways the work place or I'd even make it grander than that what it take to be successful in life.

DJ: If I may persist with the theme I like the term "Forced Growth" where you push on things which might possibly be a weakness and you yourself said that it's not just about playing to your strengths but in a world with finite time how do you reconcile with this let's say the ten thousand hours number that's floating around right thanks to Malcolm Gladwell where he says pick one or two things and get really good at it by spending a lot of time doing it. So, in a world with finite time how do you reconcile making time for forced growth verses may be using that time for doubling down on something else where you have already distinctive how do you think about that?

MD: Well I think that first in the ten thousand hours component is wonderfully hooky and it's a lovely concept and I think that the positive out of that messaging is it's a journey so nothing happens

in an instant gratification so most the antithesis of that let's get what we need now mind-sets and so but unfortunately it's a myth. Ten thousands hours doesn't necessarily pretty excellent so it's wonderful but it's a myth but I understand the context behind it and I think that the really critical component that comes out of it is if you want to be excellent at anything and then it is without doubt a journey. It is not going to happen quickly. It's going to take time and therefore the most success is going to be come is going to arrive out of falling in love with the journey rather than just being outcome driven. So I first say that about ten thousand hours it's a great thing if you put it in context and let me also say that random collection of just doing a whole bunch of stuff is not necessarily is not going to yield results either and so what I am not suggesting here is by saying multi-sport or multi discipline that doesn't mean that you have to go along the escalator of life and grab everything that is in touch with you. Focus is important and intentional focus is critical understanding what the components that you have to focus on in order to give you biggest yield. But yes if you want to become the best Violinist in the world and you are 8 years old and you only focus on Violin there's potentially your path for you to do that and that might be critical but if you are looking to become a high functioning business leader it is impossible in that scope of what it requires for it to be a singular strength to be really good at. So, I would come back and I would argue that in order to become the best leader, the best CEO, the best executive you have to ultimately not just be really good at the financial implications so have to develop multi-disciplinary approaches and so I think you still have a narrow focus within the sporting world and there is something wonderfully. There is something very healthy about the multi-sport component where it forces growth in an area but it's still under a very particular very narrow focus in many ways.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman. I like what Matt says about what Sir Michael Moritz tells him when he joins Purple Patch. I want to play it back just to reiterate.

Rewind

MD: *"this goes back several years now but one of my long time athletes and now developed into very good friend Sir Michael Moritz who is a very well-known Venture Capitalist in the Bay Area and there was the chairman of Sequoia Capital when he arrived to Purple Patch and we started working with him his quest was a what's become a better cyclist and he had a wonderful goal he said is my goal and my mission is to reach 90% of my potential and we first say that that might sound defeatist but really what he was saying is I want to maximize my return on investment within context of everything else I have in my life"*

DJ: Let's get back to the conversation with Matt Dixon.

DJ: And on the similar theme if you look at the leaders the business leaders that come to Purple Patch and you use the term you know reach your athletic potential and through that discover your leadership potential your human potential if we explore that phase for a minute and you look at the people that train with you what does to about leadership that they don't know already do they pick up when they train with you all these people are immensely. Successful they have learnt a lot about leadership, about business, about commerce by the time they come to you. But in your experience what's the delta through the experience of discovering that athletic potential that they take back to the business?

MD: I think I would... And I very simple word and it's gone sound like cooking show but the recipe and I think what the people are typically less equipped to execute on is drawing all of the component their strength and the weaknesses and creating a sustainable recipe to ultimately create performance and I'll give you an example if we think about a model that we may apply for a world class athlete and you can picture a van diagram almost the we understand with the world class athlete that when we get the appropriate endurance training program and it is supported with strength and conditioning a back bone of re positive nutrition habit and enough recovery to enable the positive affect of their training they accelerate every time and for a CEO and executive that model can be can be applied but it's different and so many of the CEO and executives come and may have a tremendous work ethic. But if you remember and this is an example toughness is not a differentiator so I think one in the area that we help them find is how do you find this sustainable performance or a sustainable performance zone in many ways where they get battle ready to adapt and adjust and evolve based on what is coming at them whether it's a massive period of challenge in the work place a lot of travel whatever it might be and I think that intersection as applies for an executive is a heart of it they have a lot of responsibility at the work place and when that is challenging whether there need to be a leader whether I need perspective what they lose sight of quite often is the intersection of the absolute requirement to have two other buckets that ultimately gone help them accelerate and become the best leader the one bucket is what I would called is training and you don't have to be an athlete by the way to embrace training. The only reason I use the word training is exercise this random and nothing in life that you do random is gone give results training is structure of progressive so that's why we use that word but the key components of training to develop resilience in an emotional and a physical sense and then a big bucket of rejuvenation for then to ultimately be the best leader possible they have to have a set of positive habit's in including sleeping, including habit's around fuelling and nutrition. But also the chance to step away and have something for themselves and many incoming executives fail to value those two components to ultimately enable them to be successful as a CEO and you think about leaving in St Francisco all of these young tech entrepreneurs that still think that a requirement and a path way to success sleeping under the desk at night and coding into 3.00 a clock in the morning. But ultimately, I like but if sleep is not a marker of toughness or success it's a marker of performance stupidity and so I think really helping them time to join the ... And create their recipe is the thing that actually create the catalysts for them to be able to draw on their natural strengths as a leader as a CEO in many ways.

DJ: Just picking up the one of the phrases that you use it couple of times toughness is not a differentiator say more what's behind this?

MD: I think it's a mind-set we have this a lot with athletes we have a lot of CEOs I give you two great examples in an athletic sense if we have a young athletes that any quest they want to become world champion they know the journey is going to be very challenging and when they look at the heroes and if they look at the commercials of their heroes it always the Rocky Balboa bursting through you know toughness running in the beach as hard as you can but the biggest weakness the biggest mistake for world class athletes is going too hard on the easy days so always being turned on and so therefore we have to realize that in that very thin air of world class performance everyone is tough and everyone is relatively physically gifted and so those two components are not the things that separate the champions from the ones that also ran. And that's exactly the same for the leading executives where tough everyone to be successful in life from a living position you have to have high work ethic you have to be willing to be to go the extra mile to be tough but that's not the driver to success and certainly that's not the differentiator. The differentiator is actually when I think about toughness I just get a picture of someone sitting in the weeds, getting up in the 3.00 in the morning getting on the train to New York going in treadmill but the great people actually have a real path,

very mission focus and have the ability to stop, pause and come up out of the weeds in it's great pursuit of consistency and so it's not the toughness it's not important it's just the toughness is not a separator of the men for the boys.

DJ: How do you think about expanding or strengthening the mental reservoir of strength that we need to leverage?

MD: I think the confidence as a coach you cannot develop confidence, you can set a path where you can be the driver behind it but the quest is to put people in repeatable learning experiences and when people become familiar and they see progress, confidence grows out of it and so we are always looking for the opportunity to put them into what we always call successful challenge in other words, challenging people but not so that they may fail but so that they can just be successful on growth. Another component the confidence comes out of is really framing what success is and realising in many ways framing what failure is? Many people see so many life experiences and so many sporting experiences is being pass/fail, but we have success and we have opportunity for growth and when we look at the most successful athletes every time, they are the athletes that have understood or developed the resilience and the tools to navigate failure, in fact the one thing is consistent is they failed a heck of a lot and strengths and confidence and mental resilience comes out of repeatable learning behaviours developing the resilience if failure and the growth opportunities that come from it. I will tell you Deepak when we have athletes who go to races one of them phrases that we use freedom to fail so you have got an athlete who is stepping up into the world championships and there's obviously a strategy behind how they can work post the race but we say you have absolute freedom to fail, many people that sounds defeatist but it's not it's ultimately there are things you can control and cannot control and in sport we cannot ultimately determine success, what we can do ever think that we can do in our power to give ourselves the best performance necessary and if we took everything in our power and we don't win that is successful failure and it's an opportunity for growth so I think the driver behind it is exposure, framing is success and then ultimately the one final component in this carries from sport although across the life and of course into business development realising that underneath that what I really said was embracing the journey. You can't rush it; confidence comes out of wisdom and growth over time it's never just going to arrive into an employee or into an athlete.

DJ: Back to these athletes who treat failure as a learning opportunity, if I were to go beyond let's say the clichés and dive into that moment in time, let's say if somebody is prepared for world championship which comes maybe once in every few years, you have trained hard day in day out and then you have a bad day and you don't win a medal or you don't finish well, what is it about successful athletes about how they process that moment, the moment when they finish the race just sort of many a double click on that for us in terms of how they process those moments when, the moments of truth if you will?

MD: I think the first thing to say is that, it's really painful and so when we talk about athletes becoming really equipped to manage failure it doesn't mean they ... failure and it doesn't mean the pain isn't there and in fact great athletes despise failure and that's important they want to win but the key is managing and adapting to it is learnable. It is a skill and it fits within context. So, the first thing that I will say is that when we have these races, world championships, Olympic games, components like that most and the most successful athletes tend to be less outcome driven with particular events or singular events on that singular races most athletes tend to be intrinsically driven to in the pursuit of finding their best performance. So, that is the really empowering mind-set for a company if the quest is oh I just want to take the company public, I want to take the company public that tends to be a bit more outcome focussed and ultimately less impactful than I want to create an absolutely amazing company that is going to have this impact for this reason and I am

going to get immense satisfaction and the buy products of it might be so I go public, or the buy product might be I win a world championship and so the first component to it is framing why the athlete does what they do? And very few of the very best athletes across all sports think I only do this sport to win a world cup or to win an Olympic medal, they are on a personal quest to become great and they love the sport and they love the journey and I think that set pressing component is the first step of resilience. The second component then is really what you was, what happens when you do have a really poor performance and I think there is a phase or a series of phase that they go through the first is to leaning to the grieving of it and so when an athlete has a bad race the first thing that we avoid is immediate analysis, trying to find the solution or the reason for that failure within the first 48 hours because it's impossible to think logically, think clearly and objectively and analyse yourself and how you went into that race with a clear head when you have the pain that is there so instead we give and we tell about this degrading process we give this athlete 24 to 72 hours depending on the size of the event or the impact that it has had on him just to be just to leave it marinate and then we go through and we do a really objective analysis, and I think this is really important not just in failure but also in success, why did we succeed? And what if we fail? And when we think about that component we look at, it really anchors on controllable and things that are out of your control, so did you do everything that was necessary that you were trying to do in order to be successful and those the areas that are actionable. So we will stop at this thing control ... act on more you can impact and an athlete is much better at acquit to get over the grieving, get over the pain and move on if they have clarity in the areas that they can improve on next time and in areas that they can grow, they are also a better equipped to retain motivation and get over the grieving as well if they acknowledge the areas that were just out of their control they had accrue failure someone was better than them, the environment, something changed with the environment whatever it might be, it's all about differentiating between areas that you can control and impact and grow in next time and then saying look this just happened, it's a much better bridge to move on to progress for next time.

DJ: And may be just sticking to that the way you debrief an outcome, whether it's a win or a loss what are some of the things that you find to be in the blind spot of the athlete that sometimes you see but the athlete doesn't?

I think that many athletes have very short term memories, in fact we all have short term memories and when we think about the most common one that we have is, if an athlete has had a highly inconsistent runway into the race so much has gone wrong and he doesn't mean that necessarily a wonderful performance can't come out of it the first step for that athlete if they have a challenging performance is they consistently fail to self-reflect and in an objective way acknowledge or join the dots that may be their preparation wasn't optimal and a reason for that is a really good thing is self-belief and desire to be great and so great athletes have the ability to ignore adversity and still drive forward when things don't go well quite often they have a hard time joining the dots and so when an athlete has or face challenge I think that the blind spot is that word perspective of coming up and being able to just say let's not try and find a guilty quality for the reason your performance wasn't great and let's actually paint a global picture and that's incredibly hard for an athlete or an employee when they are so passionate and so motivated and so dedicated it becomes a very challenging and I think if there is the biggest impact of a coach it's the ability to help the athlete come up for perspective and see the big picture and it's an incredibly hard thing to do by yourself but once you taken on that journey it's an most empowering and impactful thing that you can do as an athlete.

DJ: Sticking with how one manages the mind, I am curious about how some of your athletes deal with their mind, when they compete and what's the narrative that's going on here for them to ensure that they are giving their best moment by moment while ensuring that they are not depleting the reserves?

MD: If we removed a race from that discussion and if you were to ask me as a business leader, you said well this is really big project for a business over the course of the coming years or time we want to achieve this and it feels overwhelming, so how do we maximize our execution without depleting our results is a pretty direct impact we are on business and the reason that I start like that is, it's interesting that many business leaders that are trained and equipped in a business sense to think about their businesses as the journey or the process, when it comes to their own athletes and you can put them into 10K, half marathon or a marathon they become like a small children, they don't do a very good job of joining the dots and actually using the skills that are already there, they are already finely tuned and just applying them to their sport. It's not how do we actually do that, well you have a big problem we have a big challenge and the half marathon been a great example so I was 21 KMs, 13 Miles and there are several components, the first thing they have to do to keep it very simple is process, not outcome, so breaking down that big challenging fronts of you down to small projects, so how can I execute right now? So we break it down a great example would break into 5KM pieces and you know thinking about the second five KMs the third five KMs the fourth 5 KMs you are looking and thinking about what do I need to do in this five KMs that I am in right now to maximise performance and to make sure that I am managing my ... make sure that I am pacing as well as I can and once that is over I put it behind me and I start on the next project, so always breaking down the project into smaller projects, so that you can execute and have intentional focus is number one. The second component is the same thing that we talked about failure, 'Control you can control, act on what you can impact' and so things that have happened in the past when you were in a race that happened so you put that behind the ears because that's not necessary and you cannot impact that anymore and what's going to happen in 10 Kilometres outside of hydration you can't impact now and so creating intentional focus in what you can control right now it's the only way that you can ultimately build those projects and basics as so, and we quite often always in special forces in this states Navy Seals when they are going on hostage extraction because there are also sorts of things that are going to happen they are on inevitable adversities that you are going to be face but 'control what you can control, act on what you can impact' only focus on the now so that ultimately you can build the overall pace and that is a trained skill and that's actually a really healthy thing to go through as an human being to extend into life for why doing things as sports is a really healthy thing.

DJ: Related them Matt, 'Visualization' that's the term that one hears a lot about elite athletes talk to us about how you think about visualization and how whether it's athletes or business leaders how one can leverage the power of that?

MD: I think that it's a very broad subject and it becomes something that is highly personal but ultimately anchor it in a phrase that I really like a lot about 'Creating confidence out of familiarity' and so the visualization it is a pathway or a route for the athlete or the business leader to put themselves in situations so that they can become familiar, so that they can grow and it's not hippy, dippy, it's not woo at all, it is an really important component so that you can lessen the ... or the barrier when people actually have to execute and so a lot of times and it doesn't take much, it takes very small repeated exposures to actually have an impact where you can start to develop this familiarity. We actually quite often with very busy executives as well as our professional athletes we tend to pair visualization with meditation again another big word, there's absolutely no doubt that meditation is a performance enhancer but really when you think about meditation it can mean very different things to very different people and one of the habit's and we are very habit driven things that are repeatable and you just do one of the habit's for most of our executives and professional athletes is some form of meditation and married with that some form of visualization and so I will use myself as an example all most every day I tend to take about a 7 to 15 minute it sounds very bizarre and very quirky but for 7 to 15 minute quite time so you can call that a nap you can all that a

visualization you can call it meditation but it is time to empty your mind. For professional athlete we tend to use that time to take a piece of their performance, maybe it's the start of the race or the swim is really chaotic, maybe it's coming off of the bike onto starting a marathon and we just have them sit quietly in a cool place that is dark there's no screens their eyes are closed and they visualize the action that they are going to do in that environment, now the outcome might be that they fall asleep and that's really rejuvenate from a physiological stand point, the other component is that they might fall to sleep but they have a chance to actually put themselves in situation and find familiarity that's a wonderful performance enhancing habit and when there is just quite time and you don't fall to sleep or whether you actually full out of visualization do fall to sleep, then you are getting spike of growth hormone and having much better energy in the rest of the day, it's a very simple habit and so I think, I answer two questions there what it is and then second how do we implement it and so I think I went on a journey there Deepak.

DJ: How do you think about developing that ability to overrule a habit if the context demands something else?

MD: It's a great question and I think that is critical, I think the smart judgment in a situation comes out of empowerment but successful judgment is going to come from ultimately from first having a set of positive habit's or ways of doing and so first let's explore, let's unpack habit's globally or why am I so habit driven, why do I encourage athletes to have habit's? And if we just think about health or performance and every component of it sleep, nutrition, approach to training so everything that really impacts my world each one of those creates an explosion of rabbit holes, and competing information and confusing impacts, what are the best ways to it, Keto, Vegan there's every sort of great solution and so we also want the blizzard of bullshit it's a really the reason that we care so much about habit's is the and we have a saying of purple patch 'Know the basics' when the professional athlete, there are seven main basic things that we want to repeatedly and always impact or execute as a habit and if they can get those seven things right then the 95% of the way there and so that's why it's what we are really looking to do is to defuse distraction and to create intentional focus and it's really habit driven, we are not trying to turn people into monks, we are not trying to have them go down every little pathway possible to theoretically incrementally help, what are the building blocks? That we can move the performance needle and help the people to be successful, and it's always very simple things that are central and so that's why we anchor on habit's and when you get those right, when you embrace recovery, when you consume calories after exercise so that we can minimise stress and impact your food selection for the rest of the day and it facilitates a portion control, you start to put the person whether it's a world class athlete, whether it's an executive into control so, that's what habit's do, is they empower and enable control but then you have got this better way go to navigate in then it's what you're asking about awareness and adjustment and perspective and so I think that habits are things that you do but they are really sort of actions you take to put yourself in the best fitting possible but it's consistently being able to then make judgment off of situations that occur that come out of that in many ways, I don't know if that answers you question but I think that's the mind-set we take on it.

DJ: How people can learn from endurance sports from sport in how athletes deal with the wall when it hits them?

DJ: There is no better analogy than the emotional and physical impact to going through one of the toughest physical challenges that there is in endurance sport and one of the mistakes that people make and it's ironic that we came to this topic often spoken about visualization. Visualization really sounds positive and it's almost dreamy, we visualizes ourselves as being robust and resilient and strong and we visualize our race performance as being free of adversity but the first step in developing the emotional resilience to navigate the wall or a complete break-down is first

acknowledging is that adversity is inevitable and so even if we think about the iron man, the professional level that takes 8 to 9 hours depending on if you are a male or a female and for regulate everyday armatures it takes 9, 10, 11 about to 17 hours. If we think about just our energy in regular day, we have massive ebbs and flows of times that we fill out with thriving with feeling really good other times that we can barely keep our eyes open and those sensations are going to occur over the course of and iron man, you can magnify times a hundred. So, what we have to realize first is that adversity is a part of performance and you will have times where you feel like you can't go on, where you feel like you are breaking down and what it comes back to is first acknowledging and realizing that it's not the end when this occurs and I think what happens with many people is the first sign of adversity, the first sign of physically breaking down they move forward and they think goodness me, I am 20 KMs in I still have 20 KMs to go and then mind jumps to how am I going to finish this? I am just going to feel terrible for now and this is the start of the ... and people falling to a defeatist mind-set but it comes back to that sign control what you can control act on what you can impact and so we have athletes to do two things. First – is to take physical action, so physical action is often you need to take sugar very quickly in a sporting context and we need to change our rhythm whatever it might be so if you dragging yourself to a marathon you need to change your rhythm, you need to change your speed and that's sometimes it's bizarrely speeding up for a short period of time to change the rhythm sometimes taking a walk break and whatever it might be but in mental component it comes back to what can I control right now what can I impact? And having the wisdom to realise this is how I am feeling right now, it is normal, but I have to know shorten those mini projects we talked about before to become very short so in an athletic mind-set is I need to do the next mile or the next Kilo meter and nothing else and the driving point behind this, I think when you have the wall being open to feeling good again and when athletes just double down on themselves and they take some physical impact and they are patient their body can be open to coming back and so I think the one of the thing I think really important is the word Pain and pain is the part of this and am sure in your half marathon you have experienced pain, it's not a very pleasant thing, but the relationship with the pain from an emotional stand point is a key component of navigating times of adversity or you call it the wall because pain isn't a response to your hard work, to your efforts to you doing something very special and so we always talk to athletes about having a conversation with yourself when you are under pain and we often are trying to push the pain away and say goodness me I don't want to have pain I don't want it to impact instead you are actually saying this is no more this is anticipated and this is a result of the hard work and doing something really positive and when you start to shift it from being Oh no I am in pain I must be struggling and this is going to be really hurtful to, pain is actually by-product of me doing something really special it helps build back resilience and confidence to keep pushing through.

DJ: Where do you draw the line between bearing pain and pushing through versus being pragmatic, listening to your body and saying you know maybe I am doing some long term damage here and cutting the loses do you come up with that situation?

MD: Yes, I mean pain can express several itself in many different ways so, when someone is in a race, pain is a natural buy product that we expect and you don't count your loses there you absolutely maximise what you are looking to do but on a chronic level on a day to day level where are, I think there are two things to impact here, what is good pain and what is not good pain? And that becomes a key component of staying healthy and in fact I would also say you could transplant the word pain with fatigue, what is good fatigue and what is negative fatigue? And I think that the question is it anticipated or not anticipated is it isolated or is it global, so when we talk about pain if you are working very hard and it hurts physically but it hurts across your body but it hurts in the areas the you were expected to if you are on a rolling machine your legs and your arms are aching and they are soar and it's hurting or your breathing is very challenging, that's anticipated, that's

normal that's an outcome that you would expect there' no reason to back off but if it's isolated and it's sharp and it's on one leg and I mean it's on the knee that's are you actually doing benefit or are you breaking down structurally and I think the same occurs with fatigue. Many people say, ask the question when should you push through and when should you back off. Well, key component of training globally is to stress the body and achieve positive adaptations, your body will always adapt, but you say adapting by getting stronger and growing and evolving or is it going into metabolic overstress, is it going down to where you are going to pull a hamstring muscles something along those lines, it comes back to is it anticipated or not? And so with an athlete if they are on a training camp it is anticipated fatigue and you push through but for a very busy executive that is training it's not that we need to fear for fatigue but we have to be have to come out of this perspective and say is this session going to lead for me to be able to grow and adapt and evolve, am I going to be successful? And it really ties in many ways Deepak to that toughness is not a differentiator because the best athletes, the best executives have the courage to recover when necessary so that they can ultimately grow.

DJ: How do you think about rest? What are some of the pitfalls that leaders fall into as they think about rest or rejuvenation?

MD: I think you just fell into it in many ways which was adding something in and so that and what was sort of inferred there was you are taking something like training or sport or whatever it might be and you are dumping it on the top of life and that will always yield failure, it would always underperformance the accumulation of stress and fatigue and so the biggest mistake that we see people make is to think I know I need to exercise because I know that's something to do that's makes me healthy so, how am I going to add this on the top of life and many people what they do and the great example is Oh it's wonderful go to bunch of friends I am going to do Ironman Turkey and it sounds wonderful and what does it take to train for that and it takes 20 hours a week goodness me I don't have twenty hours a week but there's the training program and to dump it on top of life and I am just going to have to find a way to cram it in. To be successful and to actually integrate the key components of rejuvenation and recovery as well as training what we have to realise is that we have to integrate it into a person's life so that not only does, they can then improve in that discipline because hopefully they are looking for improvement but so that they can lift their health they can life their performances as a CEO or an executive and it can help them to thrive across areas of life and so it's all about integration, we go through a very particular process where we look up the habit's the start and we look up their genuine landscape of their life what have been non-negotiable? And when we think about non-negotiable there's obviously the commitments in the work place quite often there's the commitment with their family and we want them to be available and present for their family, their children, their wives, their husbands or whatever it might be and then the other component that we have is non-negotiable is sleep and saying ok how much do you sleep and is that necessary and is it high enough quality which is the other component of effective sleep not just quantity are you getting enough? And with those building blocks in life we have a certain amount of time left over and that ebbs and flows with the different demands of life but then we can go about same equation, with that time is left over how do we optimize it? how do we create an optimization mind-set with that time is left over and that's a very different way of going about it, so rather than just dumping a training program on top of life or throwing a bunch of habit's and saying this after navigate it becomes an all-encompassing recipe for them and that's really where took element of resilience, and ultimately success comes from.

DJ: How do you think about sleep both from a quantity and quality perspective if you could give us a sense of what are some of the guidelines here?

MD: I think first we have to acknowledge, I will give you a very practical guide or takeaways for people and the first thing is there is an individual and genetic component to it, is that everyone is not the same some people are a morning lark and some people are night owl and I think for listeners, understanding yourself and understanding are you someone that tends to perform better when they go to bed early and get up early? Stay up later and get to sleep in little bit later and trying to mesh the life with that natural quality, there's also a genetic component of how much sleep you actually need? Some people can thrive or do better on less hours of sleep but no one I have ever met and the research will actually supports this as well, no one I have met consistently thrives less than 7 hours sleep every night and most people begin with four, five or six hours when they go very busy life is consistently under-done and some people need 8 or 9 hours and of course that's a challenge for us as an athlete ... with everything that we have in our life but it's not as simple as just saying how many hours? The key component to it is how do you set yourself up for perhaps more important, how do you set yourself up for the best quality of sleep possible and the part of that is environment and a part of it is approach in habit's, there goes that word habit's again so with environment the body tends to perform best when it's sleeping and get the best quality sleep when it's in a dark environment, it's cold so the body tends to rejuvenate better in a cold environment and in the quite environment, now you can stimulate that by wearing an eye pillow, wearing ear plugs and all of that is absolutely fine but the cold dark environment is really important that's number one but then secondly there's some habit's that people can do to help set themselves up for sleep so, ensuring that you are not using screens or if you are using screens you are using a blue blocker over the top of the screen in the last hour or two before, so I shifted to the habit where I like to read to trying to turn my brain off just before I fall to sleep but rather than reading it on the Ipad I read paper pack, I have gone back to old school because I want to avoid screen, any type of screen, the second component is ensuring that if you have a very busy mind and you have a bunch of things you have to do or things that you tend to woke in up in the middle in night with considerations of, Oh my goodness I am going to do ABC and D tomorrow it's really effective, you could just keep a notepad by the bed or just before you go to bed you do what we call on a weekly basis the Sunday special, going through what you are going to do tomorrow to enable you just start in execution mode and you do this on a weekly basis, you can also do if you tend to have broken sleep on a nightly basis or daily basis and by doing that before you go to bed it tends to settle the mind because it tends to enable saying I can actually put this aside, I am going to do this tomorrow I will be in execution mode and there's a much lower propensity of you could get woken up in night and so those are some of the quick habit's that we talk about, we think about it equally in terms of quantity but in many ways more importantly quality of sleep is really critical.

DJ: In summary what do you think when you hear Play to Potential.

MD: Two things, I love the word excellence and in many ways that sets up there with potential but for me that doesn't necessarily mean when you think about potential that doesn't mean world class, it doesn't mean being better, it's a very personal thing, personal growth, personal development and embracing a journey where you always looking to improve and grow and if you do that I think that you are ultimately going to be fulfilled, you are going to be happier and you are going to be most successful and best person of yourself that you can be and for me that's really inspiring, so that's what I think about.

Reflections from Deepak Jayaraman

DJ: Hope you found the conversation purposeful. Three things really struck me in the entire conversation:

First is the point he makes around the Coachability of the Coach. People often ask me why I do the podcast given there is abundance of self-development content out there; it actually comes from a place of curiosity. Apart from the fact that I am creating a body of content which is hopefully of value to the wider community, my primary intent actually is to go on a learning and development journey over the long term and talk to people across adjacencies (Sportsmen, Artists, Coaches, CEOs, Thought leaders and more). It is a real privilege to learn from these conversations. It has also been immensely fulfilling to connect the dots across the various conversations and form patterns and bring them to bear in the coaching work I do. As Matt says, each coaching journey is a two way conversation. For me each of the individuals I have worked with and each of the podcast conversations has been a great opportunity for me to reflect and grow. If you have listened to a few conversations at the podcast, hopefully you feel the same way too. The other point I should make is that when I come across as Coachable or open to Input with my clients or coachees, it does deepen the trust levels in the relationship and that in turn drives up the effectiveness of the coaching journey!

Second thing that struck me is the point he makes about Toughness not being a differentiator at the top. In my work, I find that there are several Type A leaders that I come across who are built tough and are competitive and race through the first 10-15 years of their career. But when it comes to the second half, I see a lot of them crash and burn. In the upper echelons of the corporate hierarchy, it matters how thoughtful you are, how you deal with disagreement, how nuanced you are in your thinking, how you handle multiple egos and so on. The Rocky Balboa approach that Matt speaks about starts breaking down around mid-career when people start making that transition to upper levels of the corporate hierarchy.

The third thing that really stuck with me was that one needs to have a fine balance of being habit driven yet being contextually aware. Being too far at either end of the spectrum is not ideal. Being blindly habit driven makes us a Pavlovian dog and being completely flexible and responsive to context sends us down multiple rabbit holes and to use Matt's words, there is a risk of getting lost in the blizzard of BS. So, that balance of habit and awareness is key. This came up with my conversation with Devdutt Patniak as well. If this topic is of interest you can listen to him.

Thank you for listening. If you find the content of value, please rate the show and write a review on iTunes, Google Podcasts, Spotify, and Stitcher or wherever you consume the content. To access tailored bite size modules from my various conversations, you could visit the Curated Playlists section at playtopotential.com.

The next podcast conversation is with Prof Herminia Ibarra (HI) of London Business School.

HI: *"In career transition it's a little bit different it is often times you have to let the process go for a while before you actually start to get the alphas of what you are trying to do and what you are really running away from and what you would like instead it's not all that obvious at first and it takes going through the process but what happens is people get kind of nervous once it's been a few months or you know what's it gone look like on my CV and I'm meeting the same people oooh you are still on that sabbatical you know it feels quite not right and so they can substantial themselves because it feels like they are being idol when in fact may be what they are doing is just recouping, gathering forces, incubating ideas they haven't found the right thing yet but that time can be quite necessary even if it is uncomfortable to go through it"*

DJ: I look forward to having you at one of the subsequent conversations at the Play to Potential Podcast.

End of transcription

Nugget from Herminia Ibarra that is referenced: [Pausing to reinvent](#).

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Curiosity: "A Curious Mind" by Brian Grazer (Oscar winning Producer of movies like A Beautiful Mind and Apollo 13) was the inspiration behind the Play to Potential Podcast. In this playlist, Leaders reflect about the role of curiosity and how it has helped them in their journeys. As Alvin Toffler says, the Illiterate of the 21st Century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn. You can access the playlist [here](#).

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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](#).

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Matt Dixon - Nuggets

- 46.00 Matt Dixon - The Full Conversation
- 46.01 Matt Dixon - Coaching CEOs and Elite Athletes
- 46.02 Matt Dixon - Coach Coachee relationship
- 46.03 Matt Dixon - Athlete to Coach to Entrepreneur
- 46.04 Matt Dixon - Forced growth - plugging the weaknesses
- 46.05 Matt Dixon - Toughness is not a differentiator
- 46.06 Matt Dixon - Expanding the mental reservoir
- 46.07 Matt Dixon - Visualization as a technique
- 46.08 Matt Dixon - Dealing with the "wall"
- 46.09 Matt Dixon - Rest, Sleep and recharge

About Deepak Jayaraman

Deepak seeks to unlock 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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