



Guest

Paddy Upton is a Head Coach in Professional T20 cricket, Mental Coach to professional athletes, Executive Coach and Professor of Practice at Deakin University. Changing careers, following a second master's degree in Business Coaching from Middlesex University (2003), and along with Gary Kirsten as Head Coach, Paddy was appointed Mental Conditioning and Strategic Leadership Coach of the Indian National team in 2008. Under Kirsten and Upton, the team attained ICC top test team ranking for the first time (2009) and went on to win the ICC World Cup in 2011. Following this success, Paddy was appointed Performance Director of the South Africa Cricket Team from 2011-2014 during which they became the first team to simultaneously hold the Official ICC World Number 1 ranking in all three formats of the international game. Between 2012-2018, Upton has been Head Coach in 12 professional T20 Cricket seasons for five different teams across three tournaments including the Indian Premier League, Australian Big Bash League and the Pakistan Super League.

He recently published the book – The Barefoot Coach (Published by Westland Publications Pvt Ltd), which distils the key insights from working with some of the world's leading cricketers. In this conversation we speak about how Paddy has thought about his journey, his perspectives on how the world of coaching is evolving over time, views on excellence, need for personal mastery along with professional mastery, why mental toughness is over-rated and more.

Context to the conversation

Welcome to the 48th conversation at the Play to Potential Podcast. This is your host Deepak Jayaraman here. I am an Executive Coach and I engage with organizations and leaders during phase's 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? I help leaders play to their unique potential by addressing 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, and Thought Leaders) on three broad themes – Leadership, Transitions and Careers.

Before I get onto the next guest of this podcast, a couple of announcements at the Podcast.

- 1) The Podcast won an award for the quality of its content at the Content Marketing Summit in Singapore a few weeks back. It is arguably the largest Content Marketing event in Asia Pacific. It was fulfilling to be recognized at that level
- 2) I should also mention that I am excited about the line-up of podcast guests in the coming weeks. In the pipeline we have an interesting set of guests

- Tasha Eurich – Author of the book INSIGHT and one of the leading thinkers in the area of Self-Awareness
- 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.
- 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)
- James Clear – Author of the New York Times Best Seller - Atomic Habits

Stay tuned for this coming your way in the next few weeks. Let's dive into the conversation at hand today. My guest today is Paddy Upton. Paddy is a Head Coach in Professional T 20 cricket, Mental Coach to professional athletes, Executive Coach and Professor of Practice at Deakin University. He worked as the Mental Conditioning and Strategic Leadership Coach of the Indian Cricket team from 2008 and under Kirsten and Upton, the team achieved the ICC top test team ranking in 2009 and won the ICC World Cup in 2011. Following this Paddy was appointed as the Performance Director of the South African Cricket team from 2011-2014, during which time, they became the first team to simultaneously hold the official ICC World No.1 ranking in all three formats of the international game. Between 2012 and 2018, he has been Head Coach in 12 professional T20 Cricket seasons, for 5 different teams across 3 tournaments.

Without further ado, let us dive into the conversation with Paddy Upton.

Transcription

Deepak Jayaraman (DJ): I am curious about how you thought about choices you why behind some of the choices you made and your journey in this passage of play?

Paddy Upton (PU): If I go back to you know the something when I had been 4 years for the South African Cricket team as fitness trainer from 1994 to 1998 working under Bob Woolmer the coach in Hansie Cronje the team is a very fit team bubble most probably one of the most forth thinking and innovative coaches in the cricket work in the time Hansie Cronje an incredible leader of men so I was generous very good team and that was really that was the time where I looked to the players I looked at the team as a whole and fought but there was something missing from I thought we could be performing better, I thought the team could be doing a whole lot better but I really didn't know how or what that is something missing was and for resigning from that job was that choice was my very really intuitively because I couldn't answer anybody why I left the job I couldn't answer any questions about what was missing. It was really just the feeling, it was a sense, it was a gut so that decision to resign really was an ideal probably dream job for some people in their mid-20s was made completely intuitively and I just followed my gut and you are needed to move on in search of whatever might be next so that was probably one of the first times I really had the experience of making a significant or even life changing decision based on intuition, on gut feeling and in probably the next significant decision was to spent 2 years what ended up being 2 years working as a street worker with some of the hardened and most difficult to work with street dwellers in the Cape town city centre and when I say street dwellers you know there were also the some of the criminals who all of them are involved in some... and drugs and various forms of crime so Harden street children

and criminals to a degree and that too wasn't really a decision it was something that I found myself just... playing soccer with them one day and then I would back the next week end played soccer with him and then sort of spend some time on the streets and started to without deliberately setting out to the... to understand how things worked and locates on one of the city centre under belly of you know street children and street new thing, crime and movement of drugs and how things worked and I ended up just spending 2 years what ought if she is making decision or planning to do so working with these street children and... a street children organization and I guess if I would just sort of if I would just take a another step to the right you know the probably the next big moved after or I had moved on from that was when a friend told me about this profession called executive coaching which at that time you know that was in the early 2000 I had never heard of the concept of executive coach and he explains me that was a coaching of business executives and there was he said there was in fact what at the time was it the world's first two year master's degree in getting qualified as an executive business coach and for me there was just something as an explanation that in that moment it's like yes that's the something that I think I have been looking for to really understand the academics and science behind getting the best out of people and a higher performance business type environment which cricket or professional sport is a business. So that was a very conscious decision I felt that could be the path to discovering that something missing that I was looking for and it turned out it certainly was that path and I did there was the beginning of discovering the something missing and you know that's been in depending you are still today what are brought to the professional sports world.

DJ: How should I think about reinventing myself? What are the one or two things that you have learned from the way you have architected your journey?

PU: If someone came to me early 20-year-old and ask me to really reflect on things. I think I was at that stage in my life I was just personally way I was ready just exploring and experimenting and probably the best advice I could have got from someone then and it's in fact what I did for myself was my "Mantra" is and someone in the early 20s who really didn't know exactly what I wanted to do for a career and I think you probably find this even more of that in this then I got so many options and so many brand new career path opening up each month literally. My mantra was to spread my wings to as wide as possible and make sure I was moving forward and what that meant was by spread wings as wide as possible is taking as many opportunity as many experience learn as much as possible get the blinkers off in life and experience, learn, grow and the moving foot path was also tight into that was make sure that I am learning things that I am learning about myself I am learning about new profession, new options and just make sure that I was growing myself and having that sort of wing spread wide, blinkers off and make sure that I was advancing in terms of learning. If you are playing play station or x-box you are not advancing yourself you are not really learning a whole lot. Yes, there is some advancing your certain skills but you are not moving forward in life because you are not going to get the next job because you are a good x-box player. If you are over socializing, yes you are having a whole lot of fun but you are not moving forward in life and building the CV. So the advice that I would give would be to experience as much as possible but make sure those are things that are taking you forward in life that you are learning something that is even adding to your health advancing your health advancing your emotional intelligence, advancing your cognitive abilities and capabilities. I think at the same time probably my real turn around in my life came from when I stopped, when I didn't spend the bulk of my time looking externally at the external world but when I turn the mirror inwardly and started to understand who am I? What am I? What do I think I am on this world on this planet for? What are my strengths? What are the things that happened in my childhood and up bringing my personality my character that shapes who I am? And what are those things need some polishing? What some things needs some renovating? So really the journey of personal mastery and I probably only sort of embarked on that journey, very intentionally and

deliberately may be in my late 20s probably on early 30s am I think the sooner somebody can embark on that journey of personal mastery of reflecting of looking inward and fine tuning ourselves as the instrument of leadership, of coaching, of business or sport. The more we have gone really get the foot up and go forward on life.

DJ: When you say that you went on that internal journey could you share how you did it was it with the help of somebody or was it through meditation just shares some light on how you have gone about developing deeper clarity on self?

PU: This probably is a whole lot of things that happened that don't recall now but some other things where I do remember a friend when I was probably 21 or 22 is all setting down with me at a restaurant and just completely out of the blue having a lunch. He made a comment that was quite hurtful at the time he said me "Paddy you realize that you are nowhere in life" and I was like hang on a minute I am playing really good representative Cricket, I am playing representative Rugby, I am getting University degree, I am healthy, I am very social person, I am very material in all regards as a university student very successful but he said to me he said yaa you are very successful but you are just going low you are drifting through life. And it upset at that time and I was aren't lot later that I realize that impact on the value of someone older than me giving me some very direct advice that although I was very talented at sports and I was intelligent enough to pass university fairly completely I wasn't really applying myself so that was one of the things that sparked for me and may be the advice would be you know if you are an elder and you see don't be scared to give even if you are somebody's friend and you see your friend drifting of path don't be scared to give them some direct feedback and similarly you have received some feedback it's difficult to here don't just dismiss it as I did when I was younger and then some other thing I did was really attend some personal some really good courses out there to begin the journey of personal mastery so either in books, there is an number of books it have been written at the moment a lot of self-help books and a lot of easily accessible once for me it was reading M. Scott Peck "The Road Less Travelled" which really got me sort of think a little bit more deeply about myself in my life and then just attending a few sort of two three day courses like the land mark forum I did in the when I was sort of my late 20s that was 3 days of getting me to best to get through I am as a person you know for men I am not sure if it's available India but there is a men kind project that I did when I was younger that also was a raw and vulnerable and honest look at what it is to be a man in the worlds today and those courses got me to be more reflective and the next progression from there from me personally was things like I did you know I started doing a fair bit of breath work mediation and yoga was I found that was an important part to become more reflective and counter play but today again this access to so much in the while obviously... is very main stream in the world over all mediation has been around for a long time and sort of not the more modern day version we hear and lot of the and that works basis mindfulness and there are some many apps on cell phones now where you can you know do you need to find anything from a 3 to 15 minutes mindfulness exercise where someone guides you on a guided meditational mindfulness exercise on the phone and those are very valuable so if I think today compared to 20 years ago this just to have so much more access to tools to go and sharpen ourselves as the instrument in our lives through mindfulness, meditation, breath work, yoga. At the same time I went vegetarian for 4 years which really helps me to cleanse my system and I found that gave me more clarity of thought that gave me more energy, more vitality as a you know the meats that I was eating before then wasn't necessary organic free range healthy meat it was you know sort of unethically farms, battery chickens and farmed animals and I guess all of that that stuff there is so much junk in the food the drinks that we... that just

creates noise in the body, noise in the mind, noise in the system and that just constantly take the edge of us being at our best

DJ: Would love to talk about the book *The Bare Foot Coach*. May be if you could start by saying why write the book and why now?

PU: I think there were two main reasons why I wrote the book. One of them was I really know that I have been so gifted and blessed to have been given the opportunities that have been given the last over two decades now to work with a number the best certainly one of the best cricketers in the world over the last two decades but a number of the best athletes from more than 10 sports in the world to travel the world on cricket tours in different countries with different teams this have been opportunities that have been gifted to me to me by other people and I really wanted to take the best of those experiences and lessons and share them with others as people have shared the opportunities for me to have those experiences in the first place so I have always been someone who has been its from other people generosity and gifting and I was someone who likes to share feel good when I give other people informational knowledge or the best of my experiences are you know when if I would have to quickly take the step back when I trained as a sports scientist and a... In the 1990 it was the time where the internet wasn't around and so many people in the medical and sports science fraternity was coming up with some information that worked or maybe they came up with the method or process. What they did that they keep it to themselves it would be their special secret and it could hold to themselves and only the athletes they have worked with would be told who get exposure to this new knowledge or information and I really never like that I was someone who if I have discovered something new I wanted to share with the many people as possible because there is as many as possible could benefit. So I do come from a background of wanting to share so that was one thing I have this wonderful experiences if I get addicted by aliens or I have an bus tomorrow I have all this lessons and knowledge and insights that I would take away with me so one was to share them with whoever is interested and whoever admire add value to in the world and the other was coaching sports coaching and when I say sports coaching it's the same as in the same back it one could put business leadership one could put teaching one could even put parenting the landscape is fundamentally changed in the last 15 to 20 years in the world from what was 200 years of the industrial revolution were you had experts being the coach or the business manager or the teacher and that would tell the people what to do so most of us any one over the age of 35 is always brought up or 40 years brought up in the old system of command and control and... and a hierarchical systems or a senior would tell a junior what to do and a junior job was to follow that instruction and sort of a yes man or a yes women and be good little follow of instruction a good sheep so to say. But the advent of the internet is fundamentally changed the way coaches need to coach, leaders needs to lead, teacher teach parents parent. Now employees' athletes, kids have their own access to all this information on there in the internet and this no longer possible for a coach to or any person to be the expert in anything anymore because on the internet there is a way someone who is coming up with the new information, new ideas or different ideas. So I had stumbled upon across one another something missing that I had seen on this South African cricket team in the 1990s was this leaders as content expert approach to coaching and to captaining and the players won't taking responsibility for their own learning, their own growth, their own development they were leaving often leaving it in somebody's else hand so part of my journey in the last eventually 20 years has in discovering that there is a new way of coaching and what business coaching really has made very ex pleasant probably done the best job of understanding. I wanted to share with other coaches and with parents a new and a better way of coaching of leading other to help the people in their charged to grow to develop to perform and that really my passion is its almost more coaching coaches and coaching managers is more of a passion and actually coaching individual athletes myself because I feel the benefit can as much more wide spread if I can pass

knowledge to coaches who then can pass it on to their 15 20 players per year, year and year... They have the privilege of influencing of helping grow of develop and setting up a success not only sports but for all of life.

DJ: What are the fundamental shifts that you see what is the 3 or 4 dimension on which you think the coaching today is very different from the industrial age?

PU: Well let's say they have the coaching should be different today not all in fact I would say the majority of team sports coaches are still stuck in the yesterday model but the fundamental difference is difference is the yesterday's model the coach was the expert that told people what to do today the expertise sit within the collective within the entire team instead of telling team what to do or telling individual what to do it's to have dialogue to extract the best thinking that sits within the collective and it might not sit within the collective but it might mean someone has got goes away and does an internet search to bring new information into the system but no longer that we need to just relay on one individual be it the coach or the business leader to bring the information to the party so one is where the information comes from the other is I thing in the learning opportunities where I think that's the same thing 15 years ago learning happened from a wise senior today learning happens anywhere on the internet there is opportunities to learn from anyone at any time at anyone at any format and its available to the person who is most hungry to go out to learn. So the learning opportunity are far greater but in the old school command and control learning the information as I said was limited to what was coming from the coach and the people need to do at the coach's way. So I said it's really its knowledge that's the fundamental the one fundamental difference between yesterday knowledge come from one person who was the coach or the CEO today can come from anywhere so it means we need to help people to learn as a opposed to tell him what to do and there is a fundamental difference between helping somebody learn verses telling them what to do.

DJ: And coming back to your journey Paddy you talk about there is a story behind you and Gary coming to work with Indian cricket team and you actually mentioned that Gary was selected at the end of 2007 to be the coach for the Indian cricket team he had not coached a cricket team before this not even his son under 19 and you were taking on a role who's job description didn't exists mental conditioning and strategic leadership coach and if you had to be immodest about this selection give us a little bit of context around how you and Gary got this job?

PU: I wish I had actually asked the question at that time because I don't know why they would have chosen Gary Kirsten. I could only guess and my guess is probably only half-right at best. Based you know the Indian team at ahead but of a rocky road between the players and the previous coach Greg Chappell things didn't worked on very well and Greg Chappell was in fact asked to leave before his contracted ended and there was just animosity between the players and the coach so I don't know Gary someone who never had any controversy behind him he was like the Rahul Dravid in a way Rahul never really had controversy follow him through his career. He was someone who had played a 100 test matches they were still belief in the system that you needed to be an Ex-cricketer and order to be a coach. So I really don't know why they would have chosen Gary. He certainly wasn't an obvious choice and even at the time when Gary asked you know said to the Indian cricket authorities that he wanted me to join him there wouldn't have it that I would come in as an assistant coach position or would be assisting him but my expertise wasn't in the cricket coaching beside was going to be in creating the team, creating the learn environment, creating the culture and working really just with Gary and then the leadership of the team to create the kind of environment that was going to set up that were the opportunity for every individual that would get the best of each individual allow them to be themselves and fully express themselves because there were certainly sufficient talent in the team at that time to be at the top of the world game that talent just was not really

being unleashed and there was obviously obstacles within the environment the unhappiness and various things happened when you have team environment and group environment often the groups dynamics actually inhabits performance or inhabits individuals performance rather than really unleashes the full potential of group individual who are very diversify and they need learning style personality etc. That wasn't a title for that you know I think may be 15 years ago that wasn't a thing that wasn't really an understanding of the value of creating an environment that brought the best out in people you just have shouted at people and if they didn't bring the best and they didn't give their best you just shout loud at them or punish them harder.

DJ: I am curious about these roles and role in organization which are enabling kind of roles where you don't have quantitative metric which shows outcome so in your case how did you get a sense of how well you were doing along the way?

PU: That's a very good question. If I would to just stick with sport coaching for now unless you could have a seed role there analogy back into their context or translated back into that context as sports coach there is very little if any mechanism to get feedback for how you doing players don't give coaches feedback that system is not set up its not accepted method of giving feedback in sports environment very often administrator are too far away that too far a move from the sports environment so they don't know just how good your job you are doing and in sport we use results if a team is doing well we assume that the coach is doing well all over is a good coach if the team is doing badly we assume a coach is doing a bad job or he is a bad coach which are worthily in accurate or incomplete measures of whether a coach is doing good job or not and similarly with the captain when a captain is good job or not so that's one place where I think there is a very big gap in probably in all team sports is how we judge success. In a business environment you know if I would the more responsible and the most impact and most successful business environment and they would have mechanism where you are giving feedback to leaders to enablers you have regular feedback systems but still I don't think when it comes to the role of enablers that we have I haven't come across too many environments I have really got it right and personally when I go into a corporate environment to do corporate work and I get asked that question so we would be able to measure the success of your intervention and that thinking lies the problem is that the some not everything can't be measured scientifically and if we reduce everything to metric I think we miss out on a lot of actually what happens a lot of what it is to be human in operators is a human in this world. So for me what I would say to someone like that is ask around the staff ask around in the environment, environment say is the environment better do you feel that you are able to do better do you feel more empowered do you feel that you enjoy coming to work more. Is are you enjoying your experience in the work place even more and do you feel that this in time it will translate to you delivering better results and that's a very subjective question but I think that's at least as much as we are looking to measure success we need to use those make use of those subjective assessments of the individual who are receiving the coaching or the enabling.

DJ: How you built trust with the team in the first 3, 6, 9 months what are some of the things you did to ensure that the team trusted you?

PU: The first was to understand the fact that one that we were foreigner so we didn't understand the players we didn't understand the Indian or Indian culture we also knew that the player had been unhappy from a previous from under the previous coaching setup. The first thing we did was to understand the environment as much as possible. Gary meets with each of the players individually to ask them what they wanted from Gary from a coach from the environment. I think one of the main things we did was came in and did a lot of enquiring and that was part of our strategy is let's ask let's seek to understand before we bring our thinking pose our thinking or think we know how we can take these individuals as a team sport. I guess that was one of the main things was inquiring

to understand and the other thing was our intention we made it explicit just between the two of us that we wanted to we didn't wanted to present anything the players would be able to resist, so our thing was nothing to resist we don't want the players to be come up against us and one of the way to do that was to be very explicit was that everything we did was to serve the players to their agendas, their learning, their development needs and whatever there is they wanted to accomplish out of being an international cricketer playing for their country and if we were serving the players the whole time and very aware of the very attractive and very pervasive trap that coaches or leaders that fall into is serving their own agenda or coming from the position of ego where they want to look good, want to make an impression, want to succeed or whatever it is that they are looking to get by themselves we were very mindful of the fact that we do have egos, we have agendas, we have things that we wants to accomplish, we want to be successful we want people to think that we are doing a good job. But all of that is coming from ego and serving ourselves and our needs our agenda so it was something that we really kept each other in check with very closely very intentionally and literally on a daily bases just to make sure everything that we said everything we did all the planning we did the interaction we had was about serving the players' learning, growth and development needs and moving our own agenda as coaches aside and I think if I would to pin point one thing that probably helped us get that traction and it certainly didn't happened immediately it took a long time for players to I think to get a sense that these guys are actually here to help us to serve us they are not here to serve their own needs so when we ask players what they want they would actually tell us what they wanted because they know that we were asking them for very good reasons. So that was probably the key thing was keeping our egos and checking making sure we serve the players ahead of ourselves.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman here. If there are three things that have come up in my various conversations at the podcast in the context of leaders settling in effectively, I would say they are Listening, Listen and Listen. Do look up the playlist "Settling into a new context" in the Curated Playlists Section of the Podcast. You could do this playtopotential.com.

I was talking to Prof Michael Watkins (MW) who teaches at IMD at Lausanne in Switzerland and is a leading thinker in accelerating integration into a new context and he speaks about the need for listening and creating feedback loops

MW: "So I'm a huge believer in providing structured feedback after pick a number 90 to 120 days certainly no longer than that because that provides some discipline in the sense of giving some serious structured guidance to the new leader upon which they can act before things have gone to a... There are very serious things that are going on and so you know you can let the leader do that they absolutely be for sure"

DJ: If you have an external coach doing this, it is great but otherwise, you have to take ownership of feeling the temperature in the room in the first couple of months as you settle in. I see too many people focusing on quick wins, trying to prove how great they are and focusing on winning in the market and completely missing the plot on winning the system.

Several people have asked me why I run the podcast and what the commercial case behind it is. As you would appreciate, it does take quite a bit of effort to research for a conversation, have the interview, edit it, cross-reference it, break into nuggets and share it with you. I pour a significant amount of time, thought, heart and resources into this podcast which remains free and ad free. If you are deriving value from the podcast and want to support it, could make a couple of requests

- 1) If you could take a couple of minutes and rate, review the show on iTunes or any other platform where you enjoy this. It will help others benefit from this content
- 2) Do also consider sharing your gratitude for this podcast with an organization I work with closely. This is Antarang Foundation, a not for profit Organization based in Mumbai that envisions a world where every young adult is productively, passionately and positively engaged in a career of his/her choice. One thing I believe in is that talent is uniformly distributed in this world, but opportunity is not! Antarang helps the youth play to their unique potential by keeping them in education, driving self-discovery, building real life skills and making meaningful connects to the world of work. Ensuring that the youth in India are productively employed is not a problem for them but for us as a society. Please visit antarangfoundation.org to know more. You could contribute either financially or by employing some of these alumni. The two editors at this podcast are alumni from Antarang Foundation. They had no prior experience in this field but had fire in the belly to learn and grow into the role. Here is another leader speaking about his experience with Antarang Alumni. I spoke to Arvind Subramanian (AS), CEO of Mahindra Happinest – the affordable housing business of the Mahindra's. Here he speaks about why he recruited from Antarang.

AS: *"you know to be honest Deepak our journey recruiting from Antarang started with entirely selfish objective as an affordable housing business our target audience business is the lower income families in India and we were clear from the outside that in order to succeed we would need to re think every aspect of our business whether it's the product, how we sold or how we construct it. So as we were building our new team we asked ourselves whether it would be possible to unbait talent from our target customer group which is the lower income families into our organisation and our hope is this would help us think along with these customer group rather than think for or on behalf of them"*

DJ: I work closely with the Founder – Priya Agrawal and the leaders at Antarang and can vouch for the quality of their work. Their website once again is antarangfoundation.org.

Now let's get back to the conversation with Paddy Upton

DJ: You and Gary also talk about setting out four goals for the Indian Cricket team when you took on and the responsibility. It was interesting to see that two of them were outcome related and two processes related. The four which I read in the book were 1. Becoming the No. 1 test team in the world 2. Winning the 2011 ICC World Cup 3. Creating a happy team environment and 4. Helping players become better people and its interesting 1 and 2 you know it's easy to understand their outcomes everyone is striving to be at the best team and win the big competition but give us a sense of how you ended up with 3 and 4 as well?

PU: It's interesting that you point out that there were 2 outcome and 2 process goals we certainly didn't set them out deliberately in that way I guess in order to achieve those very clear metrics of becoming the No .1 team in winning the world cup there were certain things that needed to happen to set assault that were the best possible chance of that transpiring and I guess if I think the two goals one was of the goal three happy team was sort of team or environment or culture related so that related to the collective and the fourth goal individuals being better people is very individually focused and I think that just come from the real believe that that were the buy into for example you know what I think Peter Drucker that tribute to saying that "Culture each strategy for breakfast". In this modern day of science and technology everyone has access certainly the sporting environment to the same data, the same video analyses, the same technologies, the same training information, the same dietary information. So there is no real competitive advantage to be gained to the sports sciences I don't think as there was maybe 15 years when one team was using video analysis and one

wasn't, one team had a fitness trainer and another team didn't or one... team had made use of a good... preventing injuries and other teams had only physiotherapist to retreating injuries. So 15 years ago one could gain a competitive advantage through the sports science. Today through the internet everyone has access to that and that almost should be a given. The advantage given us certainly believed is now is in systems that get the best out of individuals and one gets set to creating an environment or a culture within the team that really gets the best out of people that allows them to be themselves, allows them to fully express their talents and removes any of the naturally occurring obstacles to expression, to creativity, to innovation, to performance that happen in almost all professional environments and if I would just take a quick step back and give some context to that answer is in the time that I between when I qualified as a business coach in about 2003 and Gary pull me into the work with Indian team in 2007 I spent that four and a half years or so largely working with individual athletes as a mental coach and it was fascinating when I went into that path I thought I would be helping these athletes take the game to the next level because everyone says that the mental game is so important and if you can does mentally fitter, stronger you are the better you want to perform. But I always ended up being disappointed in that journey because I would say if I would just have to do thumbs up guess that possibly 80% of the conversation I had with athletes went about weren't about their performance to the next level it was actually about having a conversation to try and get them back to feeling ok or to their not being problems or obstacles to them performing just at their current best never mind moving to the next level and if I would have to take those 80% of conversation there were two main areas of conversation one was off field or non-sport related distractions where are a significant obstacle to professional athlete performance things like financial problems, problems with their partners wife, girlfriends, illness in the family, fights with friends. Things had happened away from the sporting environment and there is no real place in this day and age in the sporting environment to actually process that or have those conversation so those often would just get stuck in players heads and particular players who are on tour for long play at the time they are having argument of fight with their wife of their partner very... them that actually bring that conversation into the team environment so they just carry that burden for the duration of the tour and the other obstacle are all feel distraction is environmental or factors within the team culture that is holding them back from performing at their potential and those the common things at players that bring out would be things like I think we training too hard or long enough too tired or I think the training we doing is not really helping my game if I was able to do thing differently I'll improve faster thinks are can done like the way the coach is speaking to me we will be asked to play a role that is actually not playing to my strengths if I was given another role I think I'd to deliver a lot better for the team often it was cliques or fractures in the team where players would be marginalized or side-lined the victimized in some way with in the team environment and again these are all obstacles to performance in that would be inhabiting players full expression of their talent and experience in the environment. So that inform to a large degree the strategy that we came up and the girl we had with the Indian Cricket team we knew we had to create a team environment with nothing happen that would make a player unhappy would be asking them to do things that they didn't want to do or wont good at doing or that worked against them. No 1. Remove the obstacles which would then just allow then the natural talent the natural personality the natural flair to come out so at least we could be getting the best out of individuals and again research suggest that in most environment or sports teams environment both in sport and business there are number of self or internally imposed obstacles to success. So the happy team environment spoke to we wanted to create an environment where they aren't internal obstacles blocking players expression personally and their expression on the sports field and the practice ground and the other point players being better people that even a longer answer but essentially the more grounded the more secure and individual is within how they are as a person in other words they hire their selves as team is independent of results whether they do well or they do badly whether they are dropped or selected if they have got very high level of selfish team that remove

some very natural mental obstacles to success as well and again the two biggest obstacles to success are around the mental game in all professional sports I would say is No. 1 pressure and No. 2 Fear of failure both of those are directly attached to results. Pressure being coming from the amount of importance we place in result more important the results we feel result is the more pressure we feel and fear of failure again more the fear of failure is the more likely someone is to is to tighten up to choke and to actually then fail so both pressure and fear of failure is directly related to results where the individuals is relating this self-worth or the self-value are need to do well or really need not to fail and normally that is at a deep physiological level it's because of how it makes them feel as a person. But if you can have somebody completely secure with a who they are as a person then it's not that important to win and if not that important or that damaging if they lose to drop a catch ok I understand its ok it part of the game. So that individual and they are you know individual who you find that the more secure they are within themselves the less mental pressures or mental obstacles or mental problems they have in the sporting environment and the less secure someone is the more they have psychological or mentally related errors that they make on the sport field because they desperate to win or that really don't wanted to make a mistake could do badly which actually forces that error.

DJ: And just picking up on that piece around helping players becoming better people in the book you also talked at length about notion of personal mastery not just professional mastery and you talked about Sachin Tendulkar as an individual who is pursued personal mastery along with professional mastery I am curious about what are some of the things that you saw him which enabled him to go on this quest of mastery?

PU: I think if you take Sachin as probably the prime example and may be more recently you would have Dhoni and Koli who is similar examples of people who have reached such high level of fame in a country over a billion people where there is an absolute finitism not only for cricket but for cricketers so these guys are... obviously the time was a you know it's still is a demi god in the country and Sachin would doing out to see what he did on his own private time but I was able to see the fruits of him being keeping his feet on the ground for having personal mastery is an intentional pursuit, you know I mentioned in the book and in fact Sachin told a story of himself when he first made the Indian cricket team as a 16 year old and when he came back from that tour one of his team mates and very good friends saying to him that you know Sachin we recognize you are a better cricketer then us but since you made the Indian team you are acting as if you are more important person than us and as a group of friends we don't like that. Sachin highlights that as one of the high moments in his career one of my significant sorry should I say moments in his career when he was really able to realize the difference between being a good cricketer and being a human being. Yes he was a great cricketer but it doesn't mean that he is now a great human being or superior or more important human being to his friends and at the time he also mentioned that his father had spoken him about that your results on the field people will very quickly forget them may be you score a 100 and then you scored a naught the next week they will forget your 100 where you score a naught and you scored the 100 the following week people will forget that but always remember the impact that you have as a person. So from a young age his father had delivered that message then was reinforced there is 16 years old by his friend saying who you are as a person is separate from the results you achieve on the sports field and with Sachin having that awareness and being such a consummate professional and someone who lives no stone unturned eventually on the daily basis to try and improve who is a person and who is a cricketer he was very intentional about improving his game a cricket I never saw anyone prepare better and more intentionally then Sachin Tendulkar literally day in and day out week in and week out and you know I was with him from his 18 to 21st year of international cricket and he was still probably the most diligent practice over the lot but at the same time because of the heights of fame that he had received in order to keep him selves

grounded you know it's very easy to get caught up in the heights of fame and get blinded by the lime light because what happens to these athletes and I see it also with very successful and higher profile business men is people around them treat them give them special treatment treat them as VIPs, very important people or VVIPs and they start to think because they treated as special people they start to think that they are special people but the reality is as human beings we are all just human beings and the talents we have we all have different talent but that separates to who you are as a person and Sachin was just someone who understood that I have special talent to hit a cricket ball but that doesn't mean I am a special person it means I am a talented cricketer who needs to also work on being a good person and I think in these day and age what we seeing is athletes are being more and more exposed for who they as people. We are certainly known being involved in international cricket 25 years ago a really talented cricketer could be a an unsavoury character and only the people in immediate surrounding might experience that that person is being very selfish or very divisive or you know an unsavoury whatever it might be and the greater population never really got to know about that so they often got away with it but in these... age with social media and cell phone cameras and every time someone goes in the public their behaviour is seen and recorded and if they even if it is recorded in camera someone should see someone's unsavoury behaviour they could always put that out oppose the social media and share it everyone. So players behaviour is far more closely scrutinized today so it's even more important that individuals work successful individuals understand and work who they are as people and at the same time as they continue working on whatever their professional talent or skill is and we are seeing in the cricket world now you know those individuals who are known as divisive on a really team mainly overly selfish they are actually even though they are highly talented they are actually not getting picked for example in some these T20 leagues or teams in these T20 leagues because they are known to be people who might undermine a team culture which goes back to what we are talking about for the Indian cricket team you if you have got a really divisive individual I think what Jack Welch in his book spoke about you know a cancer in the team. You want to be removing that that or not employing or not hiring or removing it as quick as possible before actually spreads and start contaminating the rest of the system.

DJ: And as a mental conditioning coach what are some of the things you did on the non-cricketing stuff going back to the notion of personal mastery what are one of the two things you did as a mental conditioning coach for people to go on a journey there?

PU: You know that would just be the personal conversation asking players for example one day when you will leave the sport when you retire I would ask players to actually write down if you have a very really great career where you deliver on all of your potential both on and off the field what would you love people to say about you and I would ask people to write down what do you want your teammates to say about you so they could make explicit what is it look like from when I am a great team man what do your coaches want to say about you? What your competitors want to say about you know that he was a very nasty person, verbally abused and sledged us or do you want to say he was a fair competitor and although he was tough really respect the individual. I asked them what they wanted to friend to say about them you know some players rise to fame and speak to their friend in the several you know he is no longer friend anymore now that he is famous and he thinks he is better than we are or even though how famous he got his actually still the same person he is still the great friend he is still very generous you know we really supports him because at some point every celebrity is gone from off the stage centre stage and out of the lime light and that where you really need your friend. I asked them what their family wanted to say. What they wanted their kids to say about them you know dad was a very successful but he was never home and then I had also get players to write if you got things wrong what would people say to you what would you not want to these people to say to you the example I have gave him already you know wouldn't what

some of your kids to say to you are so successful but you are never at home or when you are home you are really there for us you are always on your phone. So I would get players to project to their end of their career and understand what would be a great scenario and what would be a unfortunate scenario and then I would get players reflect at where are you at the moment if you would retire now with regards and unfortunate not great scenario and most players who had a 5 or 6 out of 10. If 10 out of 10 was I am at my perfect scenario so then the conversation would be if all life is different errors of your life none of them cricket related with regard being parent with regards being a friend with regards managing your health being a competitor how could you be even a better person then what you are at the moment so that would be one exercise that I might do I would ask people to define success more often than not people will advert they will be stuck with that question I have never really thought about what success is you know is it making at Indian cricket team, winning a world cup, having X Crore rupees at your bank account you know what would success would look like and when we start looking at all the material and measurable or tangible measures of success what most people realize is how incomplete the measure of success is and then the you know they start adding things like well the amount of you know the love that I have may be in my life with one people close to me the amount of joy the amount of contentment or peace in my life or security or whatever might be important and then we go across how would you go in the pursuit of that and you realize that you go and pursuit of joy and peace in a very different way it's an inward journey rather than outer journey so there is a number there is so many amazing ways out there to get people to just pause for the moment to reflect on who are you being in your life and how well are you managing in the area of being as supposed to doing.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman here. I am a big believer that leadership is not just about what you are doing but as much about who you are being. If that is the case, it really matters how you show up at work and in the various other domains of life. To that point, I do think it is difficult to isolate professional mastery and personal mastery. They go hand in hand. One is about evolving on the doing front, the other is about evolving on the being front. I spoke to the former World No.1 in Chess Vishy Anand (VA) on the podcast and he spoke about how tried to stay grounded as he reached stratospheric heights in the game.

VA: "I have found that a quite a lot of people that are famous or successful remain in some fundamental way the way they are, I think it's connected up bringing my parents brought me up in a certain way there were certain things that they did at the certain things at the obvious they wouldn't do and you kind of approach it like that and essentially with your family with your classmates you can suddenly act differently because they will immediately will say what's wrong with you? So you have to act normal, with fans and so on, this is not like a huge effort but I make an effort to be friendly and nice because at some level I am aware that I have a job because of them it's not obvious to me what exactly I should do differently? There are times I feel that I am trying hard to be nice then people are invading my space and then sometimes or the next time I will impose it a bit more but generally I do what I am comfortable with and I am a fairly relaxed person as such and I don't like getting in conflicts with people and so I gravitate to that approach"

DJ: One thing I have noticed is that people who do this naturally often struggle to break down what they are doing. But you can hear from the tone of the voice, how grounded he is as a person in the way he comes across. Thank you for listening.

Picking up from earlier, here is Arvind Subramanian (AS) speaking about the value of Antarang Alumni.

AS: "So far, we have hired young professionals from Antarang's Career Ready program into two functions at Mahindra Happinest. One is Sales and the other is our Construction Management function. On both these sides, on both these fronts, our experience has been very heartening. These professionals we have hired have demonstrated a very high success-oriented behaviour and are valued high-performing members of their teams. They have a hunger to learn, they are contributing strongly to the business growth and quite honestly, we couldn't have asked for more from a fresh hire."

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Now let's get back to the conversation with Paddy.

DJ: I really loved on of the examples you gave in the book you talk about Gautam Gambhir and you speak about him hitting the ball square of the wicket and he was driving to hit straight at towards mid-off and you were trying to talk about how to bring that change and what I really liked was you let Gautam to develop his own narrative to get to the right outcome and you talk about a couple of instance as where experts tell him what to do and that doesn't work but when you let him figured it out he somehow pieces it together so could you sort of draw out the insight here for the purpose of the listeners?

PU: I think you have the summary that you gave there really I the crux of it is you know yesterday model of leadership and coaching was telling people what an expert telling people what to do and we know that's far less effective the when we have a process of helping an individual go inward and come to their own learning their own understanding and come up with their own narrative of what is going on for them and also finding their own way to solve if it's the problem that I need to solve but finding that problem that solution for themselves so that's a lot more empowering and that's really what happened with Gambhir with the problem is you had three experts telling him how to solve these problem of hitting the ball square the wicket when he is wanting to hit it straighter and none of those worked and then he turned to me for the answer you know expecting me him to give a fourth pearl of wisdom and the three people had already offered wisdom where had far superior batting knowledge and what I had so it was almost bizarre that Gautam should be asking me but then I used I turned back to the essence of what coaching and business coaching is was I asked him to come up with his understanding of what he felt was going on and initially he said he didn't know what the problem was and each time he would get it right he would say it to me what did I do and I said well I am noticing something different but I don't know what it is exactly that I am noticing but it is different and I kept asking him so what is that you are noticing and he didn't know then he would get it wrong and he would say I guess I did something what was it and instead of telling him what I saw I kept probing and asking so what you feel what was you experience because there is something different the outcome is different so there must be different set of inputs or processes and I just kept reverbing and kept reverbing and that tempting thing is to quickly jump in as a coach with a the solution one I get to be seen to know I what I am talking about and we fast track that period of discomfort that Gautam was in because now all of a sudden got his answer but I left him in the discomfort of searching for the answer keep searching, keep searching it will come if you will listen closely enough and you pay enough attention to what's going on for you in this moment and he come to the understanding of what had actually changed and his narrative was actually you know as I share in the book the way he changed his technique he would just glance down at his feet twice and that would help him to hit the ball straight now there is no technique batting technical connection between looking twice at your feet and hitting the ball square the wicket verses straight to the wicket but that was his narrative that he had come up with that helped his body knowledge

or his body intelligence connect in with what works and what doesn't and as it turned out you know that certainly did help him improve his batting technique but the important thing was it was his story that he had come up with and his story it doesn't matter where the his story was right or wrong but his story connected with the inner wisdom of his body and certainly in lot of sports the sport like batting or bowling there is so many muscles and nerve and neurons that need to fire and exactly the perfect sequence for everything to work right and it actually not possible to go in an break that down and top its component part and come up with an explanation even though the word of science that we go through and coaching suggest that you can break a bowling or batting action down into its component parts it's actually not possible. The individual needs to actually it's something that happens at much more complex and internal knowledge and system that needs to happen and I just I guess I had helped Gautam to plug in to an understanding and give language to what worked and what didn't worked for himself.

DJ: What do you see great players do in the way they deal with failure and the way they raise beyond that event?

PU: I think those people great players you deal with failure really very well is because they are well if I would go to Kane Williamson who are well known pretty well he is not attached to winning and losing he doesn't attached self-value, he doesn't attach deep meaning to winning and losing for Kane Williamson it's about doing practicing as best possible serving his team as best as possible needing is best possible getting the own his processes right and if you get all your process right and you conduct yourself in the correct manner in the execution of those processes that's what really important and you really believe, which Kane definitely does believe in. That's set up for the best possible chance of winning and I think that's why a team like New Zealand you probably certainly didn't have this talented team as the Indian team who never made it to the final that probably weren't even more talented than the South African team or the Pakistan team they weren't the best team but they were team where you had leader who is able to get the best out of individuals because of their attachment to good process and their un attachment to whether they are won or lost so it's that deeper wiring and that understanding, that maturity that Kane Williamson had that allowed him when they lost the game to be all turn on go we gave out all we were very happy with what happened and it's unfortunate that we lost. If there is a desperation to win the New Zealand team wouldn't have got as far they got they wouldn't got to the final because there would have succumbed to the pressure as a result of desperation and importance of winning early on in the tournament and I think someone like a Roger Federer he has won enough he doesn't need to win and he is not terrified of losing he plays his best tennis and he is secure enough for then who he is as a person but he is able to deal with losses fairly comfortably because in our wisdom and it's actually now common sense the reality is as an athlete you will lose. As a cricketer you will drop a catch. You will get out when you don't want to get out as a batsman. As a bowler you will get hit for 4 or 6 when you really don't want to get hit for 4 or 6. So that isn't absolute guaranteed so what is the point of getting upset when something that is absolutely guaranteed happens anyway. What's important is that you engage in the best possible process to prevent that happening or to set even better to set up for success and it's the same in the business context you will lose business deals that you really believed and you wanted to get that happens the only value when things go wrong is to look at ok so what are all the things that I did in the lead up to that that I next time I could learn from the next time I could do better and on the day of execution whether it is Roger Federer in the tennis match Kane Williamson or the business man who doesn't seal the business contract. What are the things that I can learn from that if I am in that situation again next time that I would do differently and we accept the loss number one, process the whatever emotion extract the lesson and then move on because what to do? What's happened is really happened. So that's maturity that Roger Federer had that Williamson had and the best athletes in the world to handle failure well to have

that mature and rounded approach to understanding that mistakes happen deal with it, learn from, improve, pick your head up, look forward and move on.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman here. This reminds me of a segment from my conversation with Matt Dixon (MD), a well accomplished Triathlon coach in California.

I asked him about how elite athletes think about success and failure and he spoke about the Systems versus Outcomes orientation of these athletes. He also said something very interesting about the first 24-72 hours after a big failure.

MD: *"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 till 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."*

DJ: The point around Leaning into the grief and not debriefing too quickly is a critical one. I guess it is critical for us to realise that we are all human and give ourselves sometime to gather our emotions and our objectivity before we start doing a post-mortem on what happened. For more on this you might want to listen to Nugget 46.06 from Matt Dixon at playtopotential.com. You might also find the Curated Playlist – Resilience in the Curated Playlists section relevant.

Picking up from earlier, here is Arvind Subramanian (AS) speaking about the difference Antarang Alumni have made to his organization.

AS: *"So how we benefited with this association with Antarang, I think it's a two levels 1. Bring on boards, smart and driven talents, people who are keen to almost eager to see the opportunities in front of them that in it selves is wonderful value in today's talent market. But beyond that I think there has been a lot of ... learning if I could call it that around you know our teams are getting a lot more aware insensitive to the attitudes, behaviours and motivations of our target customers. This intern is finding its way into our product proposition in our communication with our target customers and that as I mentioned was the original objective with which we set out our journey so all in all its been very rewarding journey we have every intention of building further on it."*

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Now let's get back to the conversation with Paddy Upton.

DJ: How does one prepare one's mind in being able to zoom in and zoom out appropriately and in what ways is it different let's say in a T20 verse one day or a test cricket?

PU: I guess the foundation that understand is once you have the awareness of the fact of the mind and the sport does demand at times the mind to be narrowly focused on the task at hand so that when watching the bowl or bowler just watching the area that want to land the ball and also the focus can be very broad in terms of taking in the field placing and the score and the situation of the game and in a game of cricket for example and we can translate into any other context the mind does need to go from a very narrow focus at the task at hand when the bowler running up to bowl for example to between bowls relaxing and broadening that focus to be to take an hell lot more information. So one is to have the awareness that is naturally what happens when the player is in the zone or when things are working really well the next piece on top of that is having the moment by moment awareness of what is happening around me at the moment in the field and what is important now. So, when I sports man loses focus its generally because they have lost the awareness so they have lost the mindfulness in that present moment mindfulness and their mind is drifted it got stuck in the past. The past that they can't let go off may be if just drop a fielding dropped a catch and he can't let go the fact he has dropped the catch or bowler bawl the bad ball he has hit for 4 and he running up to ball the next ball and he can't let go over the fact that he has disappointed and upsets about the previous delivery in that moment that athlete has lost perspective or they have lost focus or they have lost present moment awareness because their mind is stuck in the past similarly it happens that an athlete or anyone can have a mind stuck in the future worrying about something it might go wrong in the future or trying to premeditate a success or fast track to success which makes us impassion o premeditate or create a fear of failure or desperation to won or be the hero in that moment the mind is stuck in the future on the future it went actually needs to be focused on the present moment and what is required in this moment right now. So that's really the academies understand of one in a present moment how broadly or narrowly does the mind need to be focused and must importantly that things worked when we are fully present to what is unfolding in front of us right now which has given rise to in the corporate space in the world the concept and the popular notion of mindfulness and the mindfulness is really about bringing our mind and focus and attention acutely into the moment and into what is happening in an around be now. When that happening and athletes or an individual even in our lives we have our best chance of being maximally effective and we lose our effectiveness when we are stuck in the past or when we are over focused and stuck in the future so the value of the past is really is to extract lesson and then to let it go the value of the future is to look into the future may be look at goals maybe look at scenario may be look at visions. Looking to the future what sort of the guiding lights see where I want to go use that understanding to be out in that circle so what do I need to do in order to get there and then we bring our focus and attention back fully into the present moment and that really is the theory of how to be most effective in sport or in life and when we it's much more difficult to actually execute because you know some listen to wisdom teachers who suggest that most human being spend upwards of 95% of awaking hours not present day dreaming about the future or suck in... and not be able to let go something that happened in the past and that's where exercise is like mindfulness like meditation like very intentional yoga for example like breath work is actually practice at being present and the more we practice it being present the more we are able to in the sport field for example remain present to what is happening and folding In front of us now.

DJ: In the book you also talk about the similarity of traits between psychopaths and mentally tough athlete and you actually go on to say that mental toughness is possibly the wrong tree to climb I was curious about the phrase it's was quite provocative give us a sense of what the insight is here?

PU: think briefly mental toughness is a word that is very widely used but when we have a close look at it we see that the word is actually no such thing as mental toughness it's like batman and

superman we know them but they don't exist and it's the same with mental toughness. I went and had a look through over 30 of the academic papers published in peer reviewed academic journals on mental toughness and there was over researches that had been are the authors of those 30 plus papers and not one of those papers or researches could agree on a definition of mental toughness. So if the experts can't agree on what it is on how you and I meant to decipher what this thing is that experts can't even define. What they went on to do saying there is actually know you can't define mental toughness but we can do as we can break it down it actually made up of a set of sub component like Grit, Determination, Focus, Resilience etc. and when we look through those 30 odd papers there is in excess of 75 different sub component that theoretically make up mental toughness which makes it an almost impossible to accomplish by definition. So that the one side of the so from research and a scientific perspective doesn't actually exist that's just the term that we tend to be bandied about, commentators and spectators and coaches and parents and athletes. Although we really don't know what we are talking about on another problem is when I have gone and studied now what the studies is on mental toughness I have studied what they call the mentally the toughest mentally the strongest athlete and when we look at a list of psychopathic traits and we look at the list of the mental toughness traits they are almost exactly the same and what I contend and I just put out there I am just happy to be wrong but why is it that the psychopathic traits and the traits if the mental toughness almost exactly the same and I would suggest that research has actually studied this be psychopathic traits of athletes because that psychopathic traits actually do set people up for success in sports. So without going too far down that rabbit hole, the reality is almost every single human being other than out and out psychopaths this is important every human being athlete, business people, kids, parents, teachers other than psychopaths have some form of doubt or variability or insecurities or negative thoughts or fears etc. that is perfectly normal the problem in sport is those things are all labelled as mental weakness as mental softness or mental softness which that really for me is the crux of the problem those beings having doubt, insecurity, variability and negative thoughts is not mental weakness it is not mental softness it is perfectly normal human characteristic every single top athlete that I worked with in over the 10 sports and its over 100s of athletes now other than the odd fuse... psychopath every single one of those athletes suffer doubts, variability, negativity, insecurities and that's perfectly normal and as a mental coach I do not try coach those people to get rid of those things because you can't get rid of them because it's part of our DNA as human beings. It's just the people come to me and they say I get really nervous before an event can you help me to get rid of the nerves. No that's normal why do you want to get rid of this its normal learn to keep focus and work with your doubts, variability, your insecurities your nerves those things are there just to again to highlight the fact and confirm the fact that you are human so what's important is while those things are going on the most best athletes in the world are able to fully and acutely focus on the task at hand and execute on the task at hand even though they may have doubt or insecurities or negative thoughts about it that's the fully committed and focused on the task at hand with those things going on they are faded more into that back ground and then order to foreground of their thoughts.

DJ: I want to wrap up this conversation by 5 quick rapid-fire questions I'd love to get a top of mine reaction to this question?

1) Cricketer who trains the hardest

PU: Tendulkar train the hardest and the next Kohli probably from a physical fitness perspective.

2) The individual who is most open to feedback and development

PU: JP Duminy, Kane Williamson, Rahul Dravid

3) DJ: And a play who is a great human being and whom you respect for his/ her value on and off the field?

PU: Rahul Dravid, VVS Laxman

4) DJ: The captain you respect the most?

PU: Kane Williamson, Eoin Morgan

5) DJ: And one liner on why

PU: Kane Williamson so hungry to learn new things, to grow such a maturity for his age and in terms of lack of attachment to ego and Morgan similarly real lack of attachment to ego and lack of attachment to ego means lack of self-involvement and they just serve the people and that they are charged to serve.

6) DJ: The coach that you admire the most?

PU: Is there few coaches that I admire Trevor Bayliss for his real calmness, admire Gary Kerstin, Steven Fleming and may be a lesser known or not Eric Simon probably one of the wisest individuals with an amazing amount of depth as a human being. One of the best coaches I have come across.

Reflections from Deepak Jayaraman

DJ: Three pieces struck me in this conversation. First is an observation of how Paddy has transitioned from one career to another.

The way Paddy describes his move from the South African cricket team reminds me of my conversation with Prof Herminia Ibarra (HI) of the London Business School. She speaks about the notion of liminality where she says that you have quit something without fully knowing what is next. And that in between phase, that she calls liminality, can be unnerving.

HI: *"So that was part of play full thing I said when you are making a transition people think you are going from A to B but you don't you go from A to this transition thing which we call liminality in our technical jargon to be. So in between you neither here nor there and it's horrible because you lose your identity anchor and so in that space it be who's you to be a little bit more playful because you are neither here nor there so that means you don't have to be consistent you can try, you can talk to people about jobs you would never consider or you can do things that are pretty much out of character but you know you are trying to learn something and that can be very freeing because we don't often give ourselves permission to deviate and so the two principle are you said divert and exploration and delayed commitment."*

DJ: Paddy speaks about how his friend describes the executive coaching programme and Paddy says that at that moment, it clicked for him and that was the thing he was looking for. But it is not as if that epiphany happened when he was working with the South African cricket team and it was a clean jump. The phase of liminality for Paddy was when he was working with the street dwellers in Cape Town. That phase created the space for the new possibility to emerge.

Several of the people I observe and work with are keen to get on with it and move to the next opportunity and this phase of liminality can be unnerving. But that is often the dark valley that we all need to pass before we get to a better place.

Second is the piece where Paddy speaks about the criticality of pursuing personal mastery in addition to professional mastery. What several people realize that people need to respect you as a good person and as a good human being before they start respecting you as a leader? It was great to hear Paddy speak about how some individuals like Sachin Tendulkar explicitly went on a journey of personal mastery in addition to getting better at their craft.

Finally, it was fascinating to hear Paddy speak about how great sportsmen are able to zoom in and zoom out of the current situation. They are able to stay present to the next ball being bowled or the next shot being hit and at the same time, able to be contextually aware of how the game is unfolding.

This reminds me of a conversation I had with Rich Fernandez (RF), CEO of Search inside Yourself, an initiative that was incubated in Google.

RF: *"one thing that happens when you are in a hyper-growth company like Google that's trying to it has his validation goals is that life on a rocket ship can be difficult let's put it that way so stress level are high conflict can become exacerbated, you now all of the natural human challenges and emotions that we fell in the course of life and work are magnified in a situation which you have this kind of high growth, hyper growth company. I think at Google people were interested in finding solution to be resilient and remain agile and they started primarily at the neuroscience around this and one of the things that neuroscience started to point you as there is a way that you can train your brain way of a set of use of mental health habits to help promote focus and mental clarity and mental stability in the face of many challenges and the short hand term for this would be mindfulness using the skills of mindfulness. Now this is based on neuroscience the actual working of the different networks in your brain and one thing they find in neuroscience in the past couple of decades is that the set of skills called mindfulness skills which have a lot to do with attention and directing of attention, awareness and perception and then self-regulation and management which then also spills into relationship management in the interpersonal sphere. All of this can be trained and, in the brain, and the brain will actually change once its start taking up these mental exercises. Again this might not be surprising I mean you know I think this podcast of course is going out in India a place where pretty much mindfulness was invented so this is probably may not be news for folks there but the sort of empirical neuroscience of it is fairly new at least in the in the west and so what and so what they are interested in Google was looking at the ways that this mental skills change the brain and prepare you for the kind of environment in which you find yourself and help you succeed in that environment."*

DJ: Finally - Just a few requests as we wrap up the show. 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.

And if you want to share your gratitude for the value you are deriving from the podcast, do consider contributing to Antarang Foundation.

The next podcast conversation is with Tasha Eurich – the author of the book – Insight and one of the leading thinkers in the field of building Self-Awareness, arguably the meta-skill of the 21st century.

To know more about the Leadership and Transition Advisory work I do, please visit the about section at playtopotential.com. I look forward to having you at one of the subsequent conversations at the Play to Potential Podcast. Bye now.

End of transcription

Nugget from Herminia Ibarra that is referenced: [The perils of foreclosure](#).

Nugget from Michael Watkins that is referenced: [How much sleep do we REALLY need?](#)

Nugget from Vishy Anand that is referenced: [Performing at the top and being grounded](#).

Nugget from Matt Dixon that is referenced: [Expanding the mental reservoir](#).

Nugget from Rich Fernandez that is referenced: [Origins of SIY](#).

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Coaching: The business world is slowly waking up to the fact that just like in elite sports; there is a tremendous value to be unlocked by having an effective coach for a leader. It is not just about fixing issues but also about enabling the journey from Good to Great. Leaders across disciplines share their insights around how one should pick a coach and get the most out of such a relationship. You can access the playlist [here](#).

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

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Paddy Upton - Nuggets

- 48.00 Paddy Upton - The Full Conversation
- 48.01 Paddy Upton - Physical trainer to Leadership Coach
- 48.02 Paddy Upton - Going on an inner journey

- 48.03 Paddy Upton - Building trust with the Indian Cricket team
- 48.04 Paddy Upton - Setting goal-posts with the Indian Cricket team
- 48.05 Paddy Upton - Sachin Tendulkar and personal mastery
- 48.06 Paddy Upton - Gautam Gambhir and the straight drive
- 48.07 Paddy Upton - Dealing with failure
- 48.08 Paddy Upton - Zooming in and out
- 48.09 Paddy Upton - Link between mentally tough and psychopaths

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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