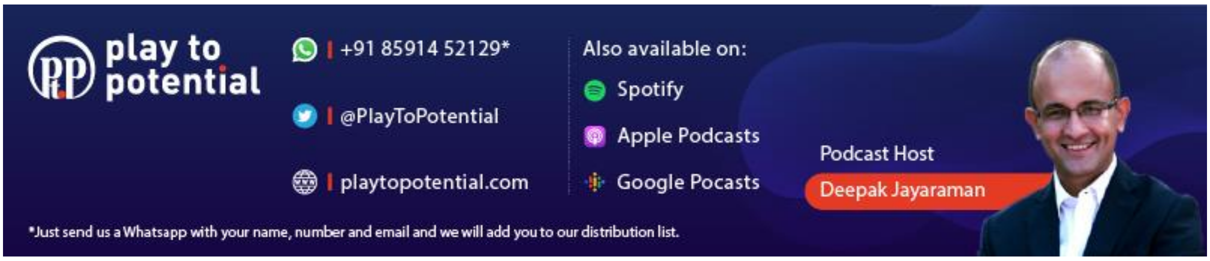

Guest

Whitney Johnson is the CEO of WLJ Advisors and one of the 50 leading business thinkers in the world as named by Thinkers50. She is an expert on helping high-growth organizations develop high-growth individuals. Whitney is an award-winning author, world-class keynote speaker, frequent lecturer for Harvard Business School's Corporate Learning and an executive coach and advisor to CEOs. She is a popular contributor to the Harvard Business Review and her course on Fundamentals of Entrepreneurship has been viewed more than 1 million times. In 2019, she was ranked #3 on the Global Gurus' Top 30 Organizational Culture Professionals. In 2017, she was selected from more than 16,000 candidates as a "Top 15 Coach" by Dr. Marshall Goldsmith.

Whitney was the cofounder of the Disruptive Innovation Fund with Harvard Business School's Clayton Christensen, through which they invested in and led the $8 million seed round for South Korea's Coupang, currently valued at more than $9 billion. She was involved in fund formation, capital raising, and the development of the fund's strategy.

As a former award-winning Wall Street stock analyst, Whitney understands momentum and growth. She was an Institutional Investor–ranked equity research analyst for eight consecutive years and was rated by StarMine as a superior stock picker. Whitney hosts the weekly Disrupt Yourself podcast, publishes a popular weekly newsletter, and she is married with two children.

In our conversation, we dive into her insights from her book Disrupt Yourself, where she adapts Clay Christiansen's model of Disruptive Innovation to illustrate how we should think about our careers as riding multiple S curves where end up disrupting ourselves at each inflection point.

Context to the conversation

Welcome to the 62nd conversation at the Play to Potential Podcast. I am your host Deepak Jayaraman and I work with leaders as an Executive Coach, Sounding Board or as a Transition Advisor as they navigate their journeys. The two questions I try and help leaders with are "Where to go" and "how to grow". I find that these two questions are quite parallel to the two questions businesses need to ask in the context of their strategy – where to play and how to win. In this podcast series, we feature conversations from leaders from different walks of life on three themes - leadership, transitions and careers.

The guest this time is Whitney Johnson. She is the CEO of WLJ Advisors and one of the 50 leading business thinkers in the world as named by Thinkers 50. She is an expert on helping high-growth organizations develop high-growth individuals. Whitney is an award-winning author, world-class keynote speaker, frequent lecturer for Harvard Business School's Corporate Learning and an executive coach and advisor to CEOs.

In this conversation, we dive into her book Disrupt Yourself, which is inspired by the thinking of late Clay Christiansen and his thinking around Disruptive Innovation. The only difference is when it comes to personal disruption, we are the disruptor and we are the disrupted!

Without further ado, let's dive into the conversation with Whitney Johnson.

Transcription

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Deepak Jayaraman (DJ): Whitney thanks so much for making the time for the Play to Potential podcast, excited to have you on the show.

Whitney Johnson (WJ): Oh, thank you for having me Deepak.

DJ: Congratulations on the new launch of the book Disrupt Yourself. How's the book doing?

WJ: It's doing really well. We are so excited. It was so wonderful when Harvard Business press came to us and said we want to republish under our imprimatur and they already are going into a second printing which is what you want to hear when you publish a book, so it's doing really well. Thank you for asking.

DJ: Love and I'd like to dig into the book during the conversation Whitney but maybe before we go to the book, I'd love to maybe spend a few minutes on your journey. So, talk to us about how you got here, the path you've taken and more specifically what got me curious was you take Clay Christensen's approach to studying disruption in a business context but you apply it in a personal career context. So, talk to us about how you got here and how you stumbled upon on studying this parallel if you will.

WJ: Happy to. All right, so I am going to tell you a little bit of my personal story and you'll see how this all leads into this idea of disruptive innovation applied to businesses now to people. So, I grew up in the United States in California, which is what is now Silicon Valley very typical in many ways, you know, I studied music in college and then once I graduated from college I moved to New York with my husband and yes, I got married in college. And so, we get to New York and I can still feel the absolute terror that I felt as we were driving across one of the bridges, the George Washington Bridge for those of you who are familiar with Manhattan and just so scared. I'd never been in a very, very big city and I remember for the first week I wouldn't actually go anywhere by myself, but we needed to eat food because my husband is in school and he has a very small stipend for graduate school and so I have to leave our 19th floor apartment and go out and get a job. Because I had never set foot in a business course because I studied music, I had zero connections in New York. I had obviously very little confidence and clearly, I am a female. My first job was working as a secretary to a stockbroker. So, I go to work every day and there is this bullpen of young stock brokers, they are all male, aspiring masters of the universe, pressure to open accounts is intense. So, they say things like throw down your pom-poms and get in the game. At first, I am a little offended because I was a cheerleader in high school. I said I had a very typical background I did, you know, high school cheerleader, you know all sort of the things that girls do or did at that point in time. But as I heard them say this throw down your pom-poms over and over again; I realized okay I am going to be working at least five years. Why would I make X when 10x is a possibility and I am pretty sure I am just as smart as these guys? It was time for me to throw down my pom-poms. I would not have known to call this end but that was really the beginning of me disrupting myself. I started taking business courses at night accounting, finance, and economics. I then had a boss who believed in me, who was willing to give me the opportunity to grow which if you know financial services that does not happen, you don't cross the divide from being an executive assistant to an investment banking analyst. I then had to take a step back from banking into equity research. We had two children, which is a very big disruption for all the parents who are listening and then I left Wall Street to become an entrepreneur connected with Clayton Christensen at the Harvard Business School and co-founded a disruptive innovation fund and now several more disruptions later I become an author and a researcher and then codify this framework that we're going to talk about today that I teach to organizations around the world. But that was the beginning and that's really my message in this book is to disrupt yourself over and over and over again. Now your question is how I hit on this idea of disruption also applies to people.

DJ: Or even how did you get to Clay Christensen from equity research?

WJ: Great question. Okay. Alright. So, here's what happened. I am an equity research analyst. I am covering Emerging Markets telecom and media and many of your listeners are in India so you'll really relate to this is this is now late 90's and I am covering a company called America Movil and a company called Telmex. Very, very big wireless providers in Latin America. Excuse me America Movil is a wireless provider in Latin America; Telmex is the landline and I come across this book called The Innovators Dilemma, and this book was really intriguing to me because at that time I had just started covering America Movil and one of the things I discovered is that every single quarter they were beating my estimates and I am like what is going on like why do they keep beating my estimates and then I read The Innovators Dilemma, which basically says this silly little thing can take over the world and I realize oh, that's what's happening is that people are saying you know, what I don't care that the sound quality of wireless isn't very good. What I care about is the fact that I have a phone now because it's much less expensive than a landline. I care that I am able to talk to whoever I want wherever I want, so I am perfectly happy to not have this very good sound quality. And so, people started buying these phones. They were much less expensive, they could talk anywhere, they buy these phones and so quarter after quarter after quarter wireless is upending wire line and when I got this book The Innovators Dilemma, I am like this explains it, this is what is going on, and wireless is disrupting wire line. So, that was my first introduction to his ideas.

DJ: Before we dive into the framework so… and then you set up the Innovators Institute, could you talk about that for a minute before we dive into the S-curve?

WJ: Yeah, absolutely. So, what happened then is I am reading this book and I now have this experience of I understand what's going on in wireless. But at one point I had gone to my boss and I had said, you know, I feel like I've been doing this for about eight years, it's time for me to do something new and he said to me well, we like you right where you are, which happens the world over and he wanted me to just keep doing what I had been doing. But at this point it's now about 2004 and I've read The Innovators Dilemma as I just shared and had this kernel of an idea that this theory isn't just about products, it's about people. And so within about a year I basically disrupted myself. I left Wall Street and at this point we're now living in Boston. I make my way to Clayton Christensen and work with him on a number of non-profit projects but when he wants to start a fund using this framework of disruption, he says to me and he did this with his son as well, you know, will you help us launch this fund that applies the framework or theory of disruption to investing. So that's how we connected.

DJ: Fascinating, fascinating. And let's dive into the heart of the book Whitney, you talk about the S-curve that Clayton Christensen talks about in the context of innovation and you talk about how disruptive innovations take hold in the world of business and apply that to personal disruption. So, may be to level set talk to us about the S-curve and why don't you set up the overall framework in terms of the parallels you see?

WJ: Yeah, absolutely. So, one of the first big aha's that I had that I've mentioned is that as I was reading The Innovators Dilemma that this theory of disruption it's not just about products, it's about people. This silly little thing that can take over the world. So, let me explain that and then we'll go to the S-curve. So, what do we mean when we say disruptive innovation? It's that… so you think about how the telephone disrupted the telegraph, the automobile disrupted the horse and buggy and more recently we've seen Netflix disrupt Blockbuster and Uber is disrupting Taxis and so it's that thing there's this framework where the disruptor gains a foothold at the low end of the market initially, its products are inferior, its position is weak, you think about Netflix in the 1990s, Blockbuster could have crushed them like a cockroach, but they didn't and market leaders rarely bother because it is that silly little thing there. It's nothing to worry about, it's no big deal. So, let's go after bigger and faster and better. And then the bad news of course is that the disruptor the new entrant is also motivated by bigger faster better and so it goes. And so that was the theory of disruption as we applied it to products and services but the big discovery then I had been that personal disruption is how you take all these ideas and make them meaningful to you. You start at the bottom of a ladder; you climb to the top and then you jump to the bottom of a new ladder like the children's game Snakes and Ladders. The big difference with personal disruption is that you are Netflix and you are Blockbuster, you are Uber and Cabs, you are the silly little thing and you take over the world. You're the disruptor and the incumbent because you are disrupting you. So that's personal disruption. Now you ask me about the S-curve. What do I mean there? So the second big aha that we had or I had I should say is that we're applying this S-curve to investing and this was popularized by Ian Rogers in 1962 to help explain the diffusion of innovations, how quickly an innovation would be adopted and we were using it in our investing to figure out how quickly something that we were looking at would penetrate the market. Well, the second big aha now is disruptions is not just about products, it's about people, the second big aha was that this S-curve where you start at the bottom then you get into the sweet spot once you hit the knee of the curve and then you get to the top of the curve and then saturation, that applies to people. It applies to how we learn; it applies to how we grow. So, that was a second big insight and I can explain it if you want to but I'll stop there for just a second to see if you have questions.

DJ: No absolutely, I think maybe if you could lay out what's on the x-axis and y-axis just for us to visualize the curve and talk about the various portions of the curve and then we could maybe go into some of the specifics.

WJ: Yeah. Okay. So, what I want you to do is I want you to picture the y-axis is success and the x-axis is time and let's start by explaining y-axis x-axis if you think about disruption. So, when you decide to disrupt yourself, you're effectively, let's call it you are number 18 on the y-axis of success let's say and at this point in time your trajectory in your career, in your life, in your business is over 1, up 1. So, picture this big piece of graph paper, you are over 1 up, 1 over 1, up 1. When you decide to disrupt yourself mathematically what's going on is you're saying okay, I am at 18 but I believe that if I am willing to move down this y-axis of success however I am defining it, let's say I am at 18, I am willing to move down to 15 because I believe that if I move down to 15 my trajectory will no longer be over 1, up 1 it will be over 1, up 3, over 1, up 3. So, I am stepping back or I am stepping down to slingshot forward. So that's what that idea of personal disruption looks like for you as you are trying to visualize it mathematically. Now the question is now that you've disrupted yourself and you are on this brand-new trajectory you've got this new learning curve. Well, how do you grow along that new learning curve? How do you grow along that S-curve of learning? Well, what we know about the math and I want you to all picture this is that the bottom of that S there's this bottom of the S, the base of that S, we know from the math that growth will appear to be slow. So, you're moving out along, takes a lot of time for what appears to be very little happening. So, it's going to appear slow, you might feel very overwhelmed, it can feel like a slog and so there's this place from an emotional standpoint or like it looks like nothing's happening. But that's what it's supposed to look like at the low end of that S-curve because the exponential growth is not yet apparent. But then as you put in that effort and you put in that time you move from that flat part to the knee of the curve into that sleek steep back of the S and this is the period of hyper growth. This is where for you as an individual you… you know, whereas at the low end it took a lot of time to seem like anything was happening now in a little time a lot happens and you know enough but not too much it's hard but not too hard, it's easy but not too easy, you are exhilarated, all of your neurons are firing, you feel like this is exactly where you're supposed to be. This is the sweet spot of the S-curve. And then as we keep going up that S you now get to the top of that S and it flattens back out and this is the period where growth starts to slow and because you're no longer learning at that rapid pace that you were on the low and sweet spot of a curve you start to feel underwhelmed and you start to get bored and so this is that place where what seems like a plateau, what seems like the top of the world can actually become a precipice. And so, you've learned and now you know that from a neurochemical or neuroscience perspective now that you've learned it's time to leap and when you follow this framework of personal disruption you are basically learning and leaping and repeating. So that's the S-curve of learning framework as it applies to you an individual.

DJ: And maybe just to understand this better Whitney is there an example you want to share to understand let's say the three or four phases you spoke about? Could you embellish it with a specific story or an example?

WJ: Yeah, absolutely. So, let's see. What story do I want to tell around this? So, let me tell a story that I think really illustrates this idea of what happens with the S-curve. So, imagine that you are a Vice President, you're one of 25 at a company of 6,000 people and that is what the top of the S-curve looked like for Dan Shapiro. Dan Shapiro had joined LinkedIn in 2008. He had studied Math and Statistics in college. He had then gone to business school; he went to work at Bain in consulting and in 2008 he arrives at LinkedIn and he starts in Operations. But by 2008 he is basically at the top of that S-curve in Operations and I think that often happens when we start a new role is even though ideally we would start at the low end of the S-curve we end up in the sweet spot because people don't quite know where to put us and they want us as competent as possible. By 2010, Dan's at the top of that S-curve because typically you expect three to four years but it takes him two years. So, he jumps to the bottom of a new S-curve inside of LinkedIn and he moves into Sales. So, he's at the low end of that S-curve, but by 2013 he's now at the top of that S-curve in Sales. When he started, they had about $10 million in revenue, now they have $1 billion. So, yes, it's a rocker ship. He had about eight reports, now he has a thousand reports. And so, he is at the top of his S-curve and he goes and he has his conversation with his boss's boss, the CEO and says hey, you know, look what happened, like, let's do a victory lap, I am at the top of the curve. I would love to be a tech CEO myself someday and his boss says to him. Well, if that's your dream of being a tech CEO, you're actually on the wrong curve. He didn't say that, but basically, you're in the wrong job. You can't get there from here tech CEOs. They build product you're in sales. So now Dan's looking at this saying I am at the top of the S-curve, what do I do? Well, a lot of people in this situation would have said well, I am going to jump to a new S-curve, it's not going to be here, I've hit the top kind of like what I did when I left Wall Street I jumped to a new S-curve somewhere else, but Dan didn't. He comes back after about two months, he's deliberating, very frustrated of course, then he says, okay, let's build great products and his boss is looking and I am thinking what you've got a thousand reports, you've got a billion dollar line of business and you want to jump from the top of that S-curve to the bottom of the S-curve where you've got no direct reports, you've got four engineers you're working with and no guarantees for the future. And based on the data we know, and LinkedIn has a lot of data, people don't move from Product to Sales, but Dan made that jump. He jumped; he jumped to the bottom of that S-curve. Now, there were parts that he was terrible at because he was inexperienced. He was on a launch point of the curve which is exactly what you want, you want people to be inexperienced because they ask questions like why do you do it like this but there were parts he was amazing at. He had all this ability, all this experience that allowed him to contribute in a really unusual and meaningful way. Six years later he gets up to the top of that S-curve in Product and then he jumps again to the bottom of a new curve now is responsible for all of Sales globally. So, that's what it can look like. There's a risk when you do it, there was a risk for Dan, there was a risk for Dan's family because they were like, he probably went home and he said honey, I shrunk my role today that had to have been a really tough conversation. There was a risk for his boss and his boss' boss but that step back, that willingness to become a silly little thing to move down the y-axis of success to a lower axis became a slingshot not only for Dan but also for LinkedIn, so that's what it can look like for you inside of an organization.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman. One thing that occurs to me here based on what Whitney says is that we all need to think of ourselves as a Balance Sheet and not just as a P&L. To Whitney's point, sometimes we just focus on our cash flows and expect it to grow upwards year on year. But sometimes, taking a step back and building our assets could temporarily put us back but create a new stream of cash flows. Lynda Gratton (LG), the author of 100 year life speaks about how we should be cognizant of the intangible assets we are building as we go through our journey.

LG: *"Well you know as you and I in the book we talked about three types of intangible assets we talked about Productive assets, Vitality assets and transformation assets and I think really you know in your 40s the productive assets becomes really important because you need to keep on learning you need to keep on building new skills you need to be saying to yourself and to the labour market you know I am still somebody who has gone lot to offer from now until the age of 70s so that's really crucial but also of course transformational assets and those as we said earlier they are they are transformational assets a lot to do with your networks."*

DJ: As we think about building Transformational Assets, going up a new S Curve, definitely one way to look at it.

As you would appreciate, it takes quite a bit of effort to put this podcast together. Our listeners have come back and said that they really value the fact that we connect the dots across the various speakers and that requires effort. If you are deriving value, do take a moment to rate and review on Apple Podcasts. It will help listeners discover this show from the clutter out there and it will also make it easier for us to raise the bar on the kind of people we get on this show. Let's now get back to Whitney Johnson.

DJ: And let's talk about that Whitney, let's talk about the bottom of a new S-curve and in a way when I work with leaders I say they are either asking a where to go question or a how to grow question and picking the next S-curve is a bit like a where to go question right which mountain do you climb. How should leaders think about identifying the next S-curve for themselves either internally or externally right? I'd love your take on what are some of the mistakes you see leaders make here? And the reason I ask this is to your point earlier the slope of the S-curve at the bottom is actually quite slow or quite low rather. It takes a while for you to get feedback on how well you are doing. So, you don't know if it's the right S-curve but it is still yet to take off or the wrong S-curve. So, how should we think about just picking the right S-curve?

WJ: Ah, there are a lot of really good questions in there. First of all, I love that where to go or how do you grow, fantastic? Okay, so let me answer that question in two parts. So, let's start with first of all the first accelerant of personal disruption. So, there are seven accelerants of personal disruption and the very first one is to take the right risks and that actually answers both of your questions. It answers both the where to go and the how do you grow question? And so, what do I mean when I say take the right kinds of risk? Well, there are two kinds of risk I think about, there's competitive risk and there's market risk. And competitive risk is that you know, you've scoped out the market, you've got these projections, you know there's an opportunity, you just have to figure out if you can compete and when and with market risk is you don't know if there's a market but if there is a market, if there is an opportunity, then there's no competition. And we know from disruption theory that when you're willing to take on market versus competitive risk the odds of success are six times higher. So you want to when you're thinking about your business you do that all the time as a leader like should we, you know, we want to… we are going to take on competitive risk if we think we can win but we also are looking for opportunities to take on market risk because we know that the odds of success are going to be higher. So that's something then for you as a leader and as you're managing your career you want to think about. What does that look like for me in my career? Most of you listening to this podcast have probably taken on a lot of competitive risk and you've competed in one but if you want to win even more and you'll find that those instances where you have won even more, you're taking on market risk. You're finding ways to play where no one else is playing and let me give you an example from my own career that I think will really illustrate this. So, I am working on Wall Street and there is a merger, our bank is acquired and my boss gets fired and I think they probably would have fired me too except that I had really strong reviews and I happen to be pregnant at the time. So, you don't tend to fire people that are pregnant with strong reviews. So, they're like what do we do with her? Well, they shove me into equity research, which is basically like going from flying a fighter jet to a cargo plane. So, remember that y-axis of success. I moved down that y-axis of success from the 18 to the 15 and once I got there to equity research it turns out they already had an equity analyst covering the sector that I was supposed to cover which was cement and construction. So, what do I do? How do I take on market risk? How do I play where no one else is playing? Turns out there were a number of media companies going public at the time, there was no analyst to cover them. So rather than knocking on a cement door that was closed I built my own media door and because I built a new door, because I played where no one else is playing and there was a market there instead of it taking me years to get ranked and get awards as an analyst, I was able to get to the top of the leader board in just one year. Now, here's the thing for us to really consider as you're thinking about your own career is that when I found a place for me to play where no one else was playing I also found a place for my organization to play. When you build your own door, you're building a door for your company, for your organization because the fundamental unit of growth, the fundamental unit of change in any organization is the individual. So, that's how you think about this idea of where to go but also how to grow, you take the right risks and the odds of success are always going to be higher when you are willing to play where no one else is playing as much as possible. One other thing I'll say on that because I think this is really encapsulate this idea. A few years ago, I came across a quote from one of my mentors Bob Proctor and here's what he said: amateurs compete, professionals create. Isn't that good? Amateurs compete, professionals create. So that's what I really want you to think about is first accelerant of personal disruption you take the right risks, you create rather than you compete and so that's the first accelerant of personal disruption.

Reflections from Deepak Jayaraman

DJ: For a moment if we pause and think about the world we are living in and the explosion in the number of possibilities around us given the exponential growth of technologies and the way they are being connected, I do think it requires a different approach to the way we think about climbing multiple S curves in our journey. Tarun Khanna (TK) of Harvard Business School was earlier on the podcast and he shares an interesting insight.

TK: "*Maybe you lived in the time of this sage Valmiki in India and there were certain set of known things and as a truly wise man, wise woman as the case might be you might expect to know point one percent of things that were known to human kind, and today with the exponential increase in knowledge you may know vanishingly small number may be its .000001 percent of things so the question is how do you ensure that you have a unique capability to contribute given this bewildering explosion of knowledge and the tinier sliver of which you are master or mistress and I think that puts a real premium on being able to communicate what it is that you have to the rest of the world so that you can facilitate the emergence of combinations with your own skillset, so that's the way I think about it, that the specialization isn't going to go away and it's a pretty straight forward corollary of the fact that you have to specialize to survive because things are developing too fast to do otherwise, otherwise you will condemn yourself to mediocrity but you if over specialized then your ability to communicate with people with different specialities is now at a premium so that you can raise the odds that people productively combine with you and find it useful to hang out with you and do things with you, so that collectively you will in to be in new possibilities.*

DJ: I love the way you frame it as an opportunity to facilitate a combination of new possibilities based on what gives you energy and your uniqueness.

And if I may say, if this really is a mindset issue confronted with this sort of issue I think a lot people would find it, they may not confessed it but will find it intimidating and it is intimidating at one level but the thing is it helps me to remember that everybody is in the same boat we are all trying to do the same thing, it's not like your that the explosion of knowledge is uniquely disadvantaging your uniqueness if I may say that way and so there is really no reason, there is no upside to being bewildered, befuddled or lost you just simply get on with it and I think that mindset is actually quite motivating and you stop worrying about the fact that you know almost nothing."

DJ: If I take my personal context, As a search consultant at EgonZehnder, I felt senior leaders had access to the best of Bankers, Consultants, Marketing Agencies, Lawyers and so on for their business needs and didn't have anybody for their personal journey. I felt just like Strategy Consultants need to help companies with "Where to Play"; I felt there was an opportunity to be a trusted sounding board with leaders in helping them with solving "Where to go". Often it is not just a work question and involves understanding their life context, their aspiration, their family and so on. This also requires a piece around accessing the market opportunities. So, post EgonZehnder, I have tried to build a web of trusted relationships with the rest of the Search firms so that I can be a Sell-side banker to the leader or a Sports Agent representing the athlete. I feel there is an opportunity at the intersection of the poaching world and the coaching world and that is the piece I am trying to build in my journey over the last few years. It is still early days but I can say that it has been a fulfilling journey to craft something on my own terms to address a market opportunity than being one more player in an established market and participate in a shoot-out or a fashion parade when people have to make a choice for a Coach. It is still evolving and work in progress but all I can say is that it has been a fun ride so far. Whether there is a Product Market fit, time will tell I guess. Let's get back to Whitney Johnson.

DJ: And you also talk about the notion of distinctive strengths, right? If we take the notion of competitive advantage that we talk about thanks to Michael Porter on some of the frameworks around strategy. How do we think about distinctive strengths and competitive advantage as individuals and you talk about different ways of getting to this and more specifically of the various things you say I really liked one of the things you say which is what are the compliments that you get that you shrug off? So, for the purpose of the listeners talk to us about the different ways of getting to discovering one's distinctive strengths.

WJ: Okay? All right. So distinctive strengths. So, what is a distinctive strength? A distinctive strength is something that you do well that people around you don't, like the koala. So, the koala, we look at the koala and are like oh, cuddly little animal but the thing that we don't know is that the koala sleeps about 20 hours a day. Like okay well, if I slept 20 hours a day, how would I survive? Well, the koala survives because it eats eucalyptus leaves which are poisonous to humans and pretty much every other animal on the planet. So, this now becomes its distinctive strength because it doesn't have to forge for food because the food is just one that when the koala wants the food the food's there. So, what does that mean then for us is what we want to do is we want to play where no one else is playing? So, the first accelerant of person disruption that idea of how to grow by playing and then play to our distinctive strengths. Now the thing about strengths that is really interesting, there are a couple of things. First of all, we don't always know what our strengths are and you're probably thinking well, yes, we do. Well, no, we don't know what they are because we tend to be blind to them, they are the blind spots for us because there are things that we do so readily, so reflexively that we don't see them, they're just a part of who we are, we are completely blind to them. And so, one of the things that I recommend you do is think about asking yourself some questions to help you ferret out what your strengths are and one of them that you just referred to Deepak is… is it Dipak or Deepak by the way?

DJ: D E E P A K actually… D-puck actually if you want the pronunciation, right? It's like the Canadian Puck, the ice hockey puck and Deepak is the English, is the Indian way of pronouncing it, but I am used to Dipak so no worries.

WJ: Well, I am going to try Deepak, see if I can do it, okay Deepak. So, because names are very important, right? We need to be called correctly. So, I apologize that earlier I pronounced it incorrectly. So, one of the things that you mentioned is this idea of what compliments you shrug off. And so, what we want to do with those compliments is frequently if you or I get a compliment we deflect it almost immediately. Like I have found over and over again when I am presenting these ideas in a workshop or a keynote and I ask people about compliments, they can't tell me what they are and it's the reason we do that is we can't tell them is because as soon as we hear it, it's like Teflon. We just completely shrug it off. We almost can't hear it and then if we can hear it because if some people are complimenting us on something that's easy for us, we're like, oh but why don't they tell me something that I do well that I worked really hard to learn? And so one of the things that you want to do in order to know what your strengths are is when someone gives you a compliment do that thing that you don't want to do and write it down because this is your genius and if only when you know what your genius is, only when you know what makes you feel strong do you know what your strengths are and when you know what your strengths are then you are willing to play where no one else is playing and now you have got that second accelerant of personal disruption that allows you to grow, now that you know where you want to grow it allows you to know how to grow is you know what makes you feel strong and then you play where no one else is playing. So those are some starting points for you to figure out what your distinctive strengths are.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman. When I work with leaders, often a big chunk of the value add is in opening the blind-spots in the way they see themselves. One of my earlier guests, Tasha Eurich (TE), a lady who has researched the topic of self-awareness says this quite succinctly.

TE: *"Several awareness is made up of two type of self-knowledge. The first is something we named internal self-awareness which is essentially knowing who we are on the inside. What do we value? What are we passionate about? What are our aspirations? What are the pattern of behaviour that we exhibit across situation but equally important is something called external self-awareness and in a nutshell what that means is knowing how other people see us and what was fascinating at least to me in our research was that we found that those two types of self-knowledge which are required for us to really be self-aware but they are not related to each other which I was kind of surprised by I was thought you know if somebody kind of knows you they are from the inside of course they would do the work and find out how they were seen on the outside and vice versa. But we discover that they are you sort have to think about the… independent skill set within the self-awareness area."*

DJ: Back to the point from Whitney, I have found that leaders in transition often operate only on the basis of internal self-awareness which is often a distorted picture any way. They don't care to invest in building external self-awareness and that is often a lost opportunity.

DJ: One of the earlier guests in the podcast was Rama Bijapurkar (RB) – an accomplished leader and an NED on several high profile Boards. She speaks about how she was optimizing for doing something that required depth in consumer understanding but also something that is strategic for the business. She had tried her hand at Market Research for a while and then at McKinsey, before she chose to carve out her own path.

RB: *"So I told you earlier about the quadrant of business understanding and customer understanding wanting the high-high on both because and that was the context in fact in which Indira said it because I was disappointed that McKinsey didn't have the high-high and I was complaining and not doing anything about it so that's when I went and I actually setup my practice to do that and then I had learnt in McKinsey the framework so there's a framework, so there was a front enders so then I conceptualize that it is a front ender strategy which is what game will you play in the market? So where and how to compete as a business as a whole. And I saw the backend was aligning all your functional strategies with it so the make or buy decision is aligned with how are you best going to fulfill the promise to your customer so it fits with choose the value, deliver that value, signal the value, so I said the front piece is mine and that's a piece I am going to hang on to and and in order to make sure when the downstream happens that everybody is true to the game the market game so decided, you need to hire me in order to just be the not the police man but the protector of the strategy that you first had because otherwise it gets blurred as you go down the line."*

DJ: I guess the future will be a lot more about how we can create pathways that play to our distinctive strengths. Having a very clear understanding of who we are and what gives us energy will be paramount.

As you know this podcast is a labour of love and requires quite a bit of effort to identify the guests, research them, speak to them, edit the conversations, cross reference with other earlier insights and so on. If you are deriving value from it, the only humble request I make is that you consider paying it forward to an organization that I work with – Antarang Foundation. They help children from challenging backgrounds play to their unique potential by giving them critical skills to find formal employment, building their self-awareness and by connecting them to the world of opportunity. You can know more at playtopotential.com/payitforward. Now let's get back to Whitney Johnson.

DJ: And along the way you talk about the notion of leaning into your constraints, right and the initial part of the S-curve whether it's a new role in a company or a different job or an entrepreneurial plunge, there's often the significant resistance that we face and you speak about leaning into the constraints here and you talk about multiple dimensions right, money, knowledge and time? I found this quite interesting. Talk to us about the notion of leaning in to the constraints.

WJ: Yeah. Okay. Alright. So, let's go back to our S, right. We're starting to move up that S, so you have been at the bottom, you're playing, you're feeling strong, you're playing where no one else is playing and you hope to hit that knee of that curve where you're going to move into hyper growth. And so there's this tendency for us to say, well, if only I had more time or if I had more money or I had more expertise or people understood my idea then I could move into the sweet spot of that S-curve, but that's actually not correct, it's not accurate. We know that it is a law of physics that we need something to bump up against in order to have enough energy to move forward in order to gain the momentum that we want in order to climb the curve. Let me give you just a few examples that will illustrate this idea of the importance of leaning into our constraints. So, the first example is there was a film produced by Steven Spielberg some years ago and we all know who Steven Spielberg is and he… the most famous scenes in that film they came about because of constraints. So, he is completely over-budget, he is completely behind schedule, everything that he wanted to use it didn't work, the mechanical shark that he wanted to use it didn't work. And so, he finally had to shoot the scenes from the shark's point of view and let the music and our imagination do the rest. Well, we all now know that this film that we're talking about is Jaws and without those constraints Jaws may very well have been a sort of B-movie. It's sort of it's good enough, but with those constraints, it has become a classic. So that's one example. The second example is more of a business example. There was a post-mortem a few years ago done of about 200 failed start-ups. And so they divide the start-ups into funded start-ups, so the start-ups that had gone, raised outside capital, they had investors and then the unfunded start-ups which had not been able to raise outside capital, they had to bootstrap and basically build their business with the cash that they had on hand and their operating cash flow. Well, when they did the post-mortem, they discovered that the number one reason that the funded start-ups, the ones that had money went out of business was that they ran out of cash and it was only the number 10 reason for the unfunded start-ups. So, the question then becomes was Spielberg, were the start-ups successful because of or in spite of constraints. And so, what I argue is that in order for us to climb a curve, we need constraints. Now, we don't need so many constraints that they crush us. Like there's an optimal amount of constraints, but often times we find that the very thing that you think you don't have enough of whether it's money or time or expertise or buy-in, if you will reframe this as a tool of creation, then you will start to get the momentum that you need and you want to move into hyper growth along that curve.

DJ: And one thing maybe going back Whitney we didn't explore explicitly is stop-loss points, right when we jump S-curves? Do you have anything to say about how people should think about cutting their losses in case they don't get the returns that they expect at the point of jumping from one S-curve to another?

WJ: Yes, that's a great question and you asked me that earlier and I went in a different direction. Okay, so here are the two things to think about around that. So, whenever you jump to a brand-new S-curve, we know from the theory of disruption if you're taking on market risk the odds of success are six times higher but that's 6% to 36%. So, there's still a 64% chance that it's not necessarily the right S-curve. So, here are four questions that you can ask yourself. When you jump to a new S-curve you're not… it feels like and you're at the low end of that S and you are like there's no growth happening and you don't know for sure if it's really not happening or you just can't see it yet. So, four questions you can ask yourself are: number one, am I playing where no one else is playing, so the first accelerant of personal disruption. Number two, am I playing to my strengths? So, you might have a great idea and you might be playing where no one else is playing but if you're trying to do something in an arena where you don't actually fundamentally have any strengths, that's going to be tough. The third question you want to ask yourself is it hard but not debilitating. So for example, if you wake up every morning and there's like this mountain of an S-curve that you're trying to scale and you say this is hard but I feel alive then growth is probably on its way but if you're feeling, if you're dreading your work, maybe even getting sick, these can be symptoms of this flat-lining curve. And then the fourth question you want to ask yourself is I gaining momentum? You know if last week it took four hours to do something this week does it takes two hours? Like are you starting to see some momentum even though it might seem small but is that momentum kicking in and if your answers to those four questions are no then it's probably a signal that you need to consider certainly tweaking what you're trying to do, but it also may be a sign that you need to jump to a brand new S-curve knowing that no S-curve is ever wasted. And one favourite quote I have on this is and this is from Seth Godin marketing genius and he says "winners quit all the time; they just quit the right stuff at the right time". And so those four questions can help you know, if the answers are no it's probably time to quit. We know from research that if you don't quit when you should quit, this idea of a stop-loss our bodies actually generate this inflammatory molecule that contributes to things like heart disease and diabetes and if we don't quit when we're on the wrong S-curve that frustration that we are feeling starts to have this contagion effect in all areas of our life. So, winners quit all the time, they just quit the right stuff at the right time. If you're on that low end of that S-curve those four questions you ask, their answer is no, it's time to jump to a new curve to cut your losses. If the answers are yes, then maybe it's just more persistence is required. What we know from the math is that it's going… if it's a brand-new role it could take at least six months before you start to hit that knee of that S-curve and so sometimes it's just patience and persistence is required. But those four questions will help you know if it's patience required or it's time to jump to a new S-curve.

DJ: Got it, very helpful. And going back to the earlier example of this executive in LinkedIn that you spoke about, Dan Shapiro. In the book you talk about stepping down stepping back or stepping sideways to grow and the one thing I found interesting as you explore that theme is you talk about rethinking our metrics when we do it. Say more here.

WJ: Yes. Okay. So if you think about in any situation… so if you are on… okay, let's go back to our piece of graph paper right and you're at 18 and you go down to 15 and let's say… well, let's take Dan, let's go back to Dan as you just illustrated. So, the metric for success for Dan when he was in Sales very obvious, right? Are we growing top line revenue? That's an easy one. But if you now go into product and you're building great product can you use the same metric of success? Am I growing revenue? Well, you can but if you do then you're going to fail every time; it's not the right metric. The metric when you're in a brand new role is going to be totally different and in this particular instance it was how quickly am I learning, how quickly am I iterating, how quickly can I get to the point where I can contribute and bring my insight to help the people on my team develop and build a great product. And so whenever you step back or you jump to a new S-curve it's really important to rethink the metrics that's inside of your career and certainly for anybody who is making the decision to become an entrepreneur or making the decision to leave the workforce and retiring and to go run a non-profit. Like if you continue to use the metric of how much money am I making and you're running a non-profit, you are going to fail every single day of your life, but that's because it's the wrong metric. And so, when we're stepping back to slingshot forward in order for us to be able to be successful, we need to make sure that we're using the right metrics to measure our progress.

DJ: And could you maybe illustrate it with a couple of examples on what's the kind of shift that we need in the metrics just for people to get a realistic sense on what the traps could be and therefore how we should, you know, what's the language around how we rethink the metrics?

WJ: Yeah, absolutely. So, I think one of the ways that we can do this is to say to ourselves... I remember when I was writing this book I came across a gentleman who was telling me about how he had been on one S-curve and he was an executive inside of a company and so the metrics he was using were things like are we generating revenue, are we expanding margins and you know typical things that you would look out from a P&L perspective when you are running a business. He now retires and decides to become, you know, be a grandfather full-time. Well, he is on a brand new S-curve, the tendency is when we jump to a brand new S-curve is to use the same metrics that we used before because it has become part of our wiring but if this gentleman everyday was waking up and saying how much revenue have I generated today, have I expanded margins because that's what he is now wired to do, that's what he's in the habit of doing. Every single morning, he was going to feel like he was ineffective, the metric had to shift to how present am I for my grandchildren today? Did I take them to the park? Did they discover something that made them feel full of wonder and curiosity? Was I able to be present during that time? I'll give you an even simpler example because I think this is… to drill down on this idea. I have a checklist every day that I use sort of 10 things that I want to accomplish every day. So, you know, I want to run today, I am going to read some type of spiritual sacred text, I have a list of four things I am going to accomplish, I am going to, you know, things that I am going to do every day. Well, one of the things I discovered is that that is a great checklist for me Monday through Saturday. But Sunday, I want it to be a day of rest, I want it to be a day of worship and one of the things that I was finding that was very frustrating for me is that I was carrying over my checklist for Monday through Saturday to Sunday. So, I was getting really frustrated because I was thinking well, I am measuring myself by this checklist that I am using the other six days. And so, what I had to start doing was create a new checklist for Sunday, you know, things like did I go to church today? Did I spend time with my family? Did I do family history? Did I write in my journal? Totally different checklist. And so, that's what I mean is when you look at the S-curve that you've decided to jump to whether it's in your personal or your professional life the metrics you use make sure that that is measuring what you want to measure so that you'll know if in fact you're successful and not measuring yourself against metrics that actually aren't relevant and just lead to frustration and a feeling that you're on the wrong S-curve. So, one quick quote around that that I love and I think this is important, it's from Liz Strauss. She says it's not possible for the world to hold a meeting to decide your value that decision is yours and that's where this idea of metrics comes in. You have to decide what metrics you are going to use to decide your value.

DJ: That's profound in the sense your organization might evaluate you on certain terms which are their terms. You need to evaluate yourself on your terms and that's the point you're making, I guess.

WJ: Yeah, absolutely and I would take that one step further Deepak is this idea of if the way that they are measuring you doesn't match to how you measure yourself then you've got to figure out what you're going to adjust.

DJ: That reminds me of my conversation with Professor Stewart Freeman of Wharton who talks about work life and he talks about exactly this which is he talks about self-work home and community and he says if there's a disconnect between where you're spending time and where you want to spend time then maybe it's something for you to reflect on and make choices consistent with what's important to you so that's it. It's a lovely quote from Liz Strauss. That brings me to another theme that we explore in the podcast Whitney. I had Professor Herminia Ibarra from London Business School talk about this notion of identity and working identity and you talk about it in the book as well. You talk about the fact that we often attach labels to ourselves based on the roles we play or the job we do and if we adopt the Tarzan model if you will of jumping multiple S-curves, how should people think about their identity especially during this phase of transition when you're moving between two curves?

WJ: Such a good question. Yeah, so you know, I love that, so this idea of Tarzan. I remember a couple of years ago I was talking to Saul Kaplan at the Business Innovation Factory and he said, you know, my life has been about jumping from one S-curve to the next, swinging like Tarzan from one S-curve to the next because that's where I do my best work when I am always in that sweet spot of an S-curve, but as you pointed out when you're at this top of an S-curve and you make that decision to jump there's this moment of free fall, this loss of identity, the PE because I am financial terms Puke to Excitement ratio can get so uncomfortably high that you basically feel like you're on this throw right to zero and so what do you do about that? And I think the first thing is just to be aware that it's there, whenever you're stepping back from who you are and to who you can be there is that moment of free fall and it's normal and it's natural. Think the way that we allow ourselves to do that or to manage that is to say, okay I am jumping from this S-curve to this S-curve and you think of these little baby S's right but then within the… sort of because our life and our career there's this fractal of S-curves, if you can think of it as I am on this little mini S-curve that I am jumping to a new one but that's on a much bigger S-curve which then goes to your purpose and your why and who you are and you're fundamental sense of who you are then it becomes a lot easier to do. A quick example that I think will help here is I remember, as I said earlier, when I was investment banking and then they moved me polite term into equity research I remember having this moment they said well, here's what we want you to do. Like they didn't force me to do it. I got to make the decision but this is what they want me to do. And I remember having this experience of evaluating it and saying okay so does this make sense for me to do and you know, should I do this and I had this, I still remember where I was sitting. I was sitting in our apartment on 71st Street in Manhattan. We had this new born baby, I think he was like four-months-old at this time and I remember thinking this is a good decision like I could feel it, it was a good decision for me to do this that somehow some way this step back was going to be a slingshot forward which goes to our broader purpose in life, right? What's our why? What are we trying to get done in our life and when we can think about what am I trying to get done in my life that allows us to have a sense of what our identity is? And so then these smaller S-curve jumps are just within the broader context of the identity of who we are and that allows us to hold that and so that free fall instead of feeling like it's you know a jump of a hundred feet down that S-curve there's this and there's a safety net. It's a jump of two or three feet because we know that within our broader identity our broader sense of self, it's not quite so big of a jump as it feels right in that moment.

DJ: I guess at some level it sounds a bit like having some clarity around the why not just jumping for the sake of jumping but having a clear sense for why it fits in to your overall life context probably**.**

WJ: Yeah, absolutely Deepak. I mean if you think about it again back to this graph paper, none of us would ever go from 18 to 15 unless we believe that there is a slingshot forward. And so, when you're doing that calculus you are saying to yourself. I mean, it's just like a business right, you invest in PP&E, you invest in Product, Plant and Equipment because you believe that that equipment, that plant will allow you to build something for the future and it's exactly the same for us as an individual. We part with something today business its cash, we start with prestige, we start with status, we part with status or standing our prestige today because we believe that we are investing in a future which we can envision for ourselves, which as you say goes back to our Why, our purpose and why we believe we're on this planet.

DJ: And maybe just contextualizing it to real life Whitney. Do you have a view on how this curve looks like for people across industries? I am curious about the momentum of the curve in terms of how quickly, you know, the life cycle of the S-curve if you will, do you see a significant shift across industries, is there any pattern that you want us to observe or be aware of in terms of how this plays out in different contexts?

WJ: Yeah, it's a great question. So, what we found is that the typical duration of an S-curve is about four years if you're working 40 hours a week and you're mapping against that 10,000-hour rule. So, you know, you're going to be at the low end of your S-curve or sometimes we call it the launch point of that S-curve for six months to a year and then you're going to be in the sweet spot of your S-curve for two to three years and then at the high end of that S-curve for six months to a year before it's time for you to either jump or find some sort of stretch assignment that pushes you back down into the sweet spot so you can elongate out that curve. But to your question is it different across industries or across disciplines and the answer is absolutely yes. I remember when I had drafted this book, I sent it off to a friend of mine who is a rocket scientist. I mean, he has a degree from Stanford in Aerospace Engineering and he read this and he said, okay, we've got a problem here because I have studied this, I am an aerospace engineer, I think this is also going to be true from where you may never get to the high end of the S-curve and it is definitely going to take you longer than six months or a year to get into the sweet spot of that S-curve. And so, what we do find is that with certain disciplines that at the bottom of that S-curve is going to be much, much, much longer and flatter for a longer time and then before you move into the sweet spot of that S-curve. So, it does vary by… certainly not so much industry, but definitely by discipline.

DJ: And overall in terms of guidance for people as they think about their careers you talk about the notion of discovery-driven career planning, right and I like your quote of The Times' columnist David Brooks where he says most people don't form a self and then lead a life. They are called by a problem and the self is constructed gradually by their calling and you go on to say that you actually discover your calling one baby step at a time. So, as we sort of wind down the podcast what's your sense of or what's your advice for people to think about their careers in the context of these multiple S-curves and the multiple disruptions that are happening in business and in people's lives?

WJ: So, I have a couple thoughts there. First of all, one of the things that we've seen in the research is that 70% of all successful businesses end up in a different place than they expected. So the strategy that they use to become successful is very different than the strategy that they started with and I think there's an analogy for us in our careers and in our lives is we can start out when we are 21-years-old, 22-years-old having this plan but as we end up becoming successful and using this quote from David Brooks, we don't know what that's going to look like. And so we just start taking one step forward, we gather feedback and we adapt and over time we will construct that life for ourselves and we will very likely be successful if we will put one step in front of the other but what that's going to look like we just do not know. One piece of advice I have around that I think is that whenever you're taking that step forward sometimes there are three different options and especially for people early in your career you don't know what you want to do. We have two children. We have a 23-year-old, we have a 19-year-old, and they don't know what they want to do, that is completely normal. And even I think when people are 30 and 40 and 50, they don't know what they want to do. And so, when you're in that moment when you don't know what I have found the best thing to do is to say, okay, I've got three options in front of me, I don't know which one is the best option. So what I say to myself is okay, if I go in option A on the other side of option A, once I get to the top of that S-curve and it's time for me to jump to a new S-curve, how many S-curves will there be available to me, how many doors will be available to me, is it 2, is it 4, is it 20. Option number two, is it 5, is it 10, is it 15, is it a 100 and option number three, is it a thousand and what you want to do when you don't know is take whichever S-curve will give you the most S-curves on the other side so that you can give yourself as much optionality as possible. Certainly, that is important early in your career. And then I guess the last thing in building on this David Brooks is just be engaged, be fully in the sweet spot of your life every day and then you're going to start to find these problems that you think I need to solve this problem. And then as you're solving that problem you will realize oh, I've constructed a life, it will surprise you and, in many instances, it will delight you.

DJ: That's a wonderful place to finish this conversation Whitney, be engaged. I love that and thank you so much for sharing your insights on the Play to Potential podcast.

WJ: Deepak, thank you for having me. It's been a pleasure.

Reflections from Deepak Jayaraman

DJ: In addition to the point around keeping options open, I do think in a world with abundance choice and divergent pathways, there is something to be said about the criticality of self-awareness. Here is Rama Bijapurkar (RB), a Board Member talking about it.

RB: *"One of the young man actually I know who said to me, and he was a student of IIMA and I said to them that you were very lucky because you could do whatever you want but my generation was told that if you made your bed sleep in it, so my brother went to IIT for two years, hated it was told to finish it and then he went to the Indian Army after that into the public commission so he said mam but you don't understand my anxiety, he said my father has told me you can do anything you ever want to do and he said I am always looking around the corner to see is there something better and I absolutely what you are saying the fear of missing out but I think the more there are choices the more you have to be cantered to the world is complex and volatile and I think more complex and volatile which is the more you have to understand your centre and your core, going back to the earlier discussion we were having, you have to really really understand, so if you are anchored then you can with stand being buffeted it's a same for companies too. I tell companies that if you are going to competitive busting and whatever the competitive came up with you are going to reengineer it reverse engineer it and do better, when you have 20 competitors who are putting our 20 products because they also don't know all ready far end then are you going to bust 400, how do you know which 20 of the 400 to bust? So you eventually have to have a deep understanding of who you are and what you are trying to do with your customers and take it from there so if you don't have that who you are understanding or at least the navigational principals, I mean I am willing to sacrifice money for glory or listen I want a certain amount of balance in my life and I think you then figure out that even if the answer is that I have to do this thing because I have to do then though I believe something else, I am saying as long as you know that's what it is you will be able to deal with it better but knowledge is an absolute master what is inside of you."*

DJ: I hope you found the conversation purposeful. Thank you for your time and attention. I look forward to having you at one of the subsequent conversations at the Play to Potential Podcast. To access the archives that have been curated by specific themes, please visit playtopotential.com.

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End of transcription

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Nugget from Lynda Gratton that is referenced: Mid-life: a double whammy.

Nugget from Tarun Khanna that is referenced: Strategy and Careers.

Nugget from Rama Bijapurkar that is referenced: Careers - Paradox of choice.

Nugget from Tasha Eurich that is referenced: Self-awareness: Meta-skill of 21st century.

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

Resilience: Research by Angela Lee Duckworth (of Wharton) talks about a special blend of passion and commitment that she calls Grit. Leaders from various fields (Armed Forces, Writing, Sport, Entrepreneurship and more) talk about their experiences in cultivating resilience. You can access the playlist here.

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

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Whitney Johnson - Nuggets

- 62.00 Whitney Johnson - The Full Conversation
- 62.01 Whitney Johnson - The S curve of personal disruption
- 62.02 Whitney Johnson - Picking the right S curve
- 62.03 Whitney Johnson - Discovering our distinctiveness
- 62.04 Whitney Johnson - Leaning into constraints
- 62.05 Whitney Johnson - Cutting our losses
- 62.06 Whitney Johnson - Rethinking our metrics
- 62.07 Whitney Johnson - Handling our identity
- 62.08 Whitney Johnson - Discovery driven career planning

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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