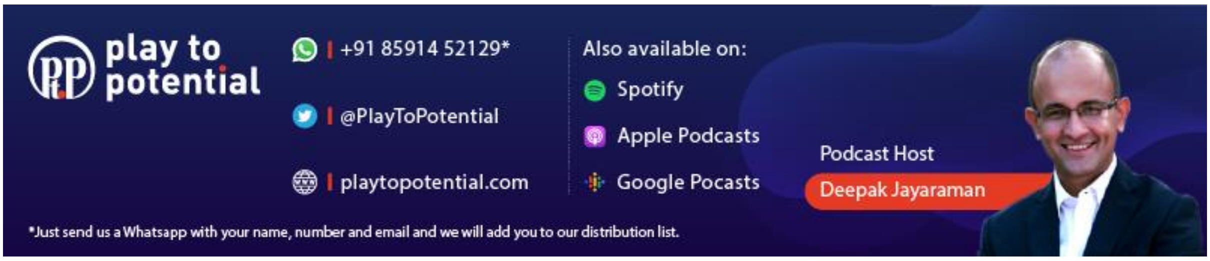

Guest

Lloyd Reeb is a successful real estate developer and owner of retirement housing who made a mid-life transition, looking for greater meaning, joy and impact in his second half. He has had the privilege of investing 20 years helping leaders plan their second half. He helped launch the Halftime Institute, a global team that teach, coach and connect successful men and women in pursuit of significance. Lloyd has taken the Halftime message around the world: speaking, teaching and coaching individuals through the journey.

In our conversation we spoke about a range of themes including being a Chief Life Officer, Deploying Time, Talent and Treasures for Social Impact, Keeping the Centre of Gravity low, Maintaining a Margin and much more. This conversation is packed with insights for anyone who is looking to make a thoughtful transition from Success to Significance.

Context to the conversation

Welcome to the 81st conversation at the Play to Potential Podcast. I am your host Deepak Jayaraman. This podcast is a labour of love for the long term where I have conversations with leading practitioners, thinkers, authors, artists, sportsmen and other leading professionals to decode insights around leadership, transitions and careers.

In addition to curating this podcast, I work with leaders with a growth mindset as a Trusted Sounding Board helping them and organizations transform and play to their unique potential. To know more about what is in the podcast archives and the advisory work I do, you could just visit www.playtopotential.com. That is www.playtopotential.com

If you have been a regular at the podcast, you will know that one of the themes I am curious about is this notion of mid-life reinvention and renewal. In that context, I came across the book – Half Time by Bob Buford which speaks about moving from Success to Significance. Bob went on set up the Half Time Institute to help several leaders navigate this transition thoughtfully. I had wanted to speak to Bob on the podcast but he unfortunately passed away in April 2018. I was elated when I was recently re-introduced to the Halftime Institute by an entrepreneur and a member of the YPO in India, Rishi Khanna, who was kind enough to introduce me to Lloyd Reeb, who worked closely with Bob in setting up the Half Time Institute and has been working with 1000s of leaders for the last 20 years helping them transition from success to significance.

If I look at all the podcast conversations here over the last 5 years and force rank them in the decreasing order of insight density, this one would be right up there. I hope you find it as meaningful and nuanced as I did. Without further ado, lets listen and learn from Lloyd Reeb.

Transcription

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Deepak Jayaraman (DJ): Lloyd, thank you so much for making the time for the Play to Potential podcast, excited to really have you here.

Lloyd Reeb (LR): Yeah, great to be with you Deepak and see your smiling face and thanks for all you are doing to serve people. You know, I love the way you are integrating your background and your passions as a way of serving your fellow men and women. It strikes me that they say that strengths are for service not status and that's something important I see in your life.

DJ: Thank you, Lloyd, means a lot coming from you. Just for the purpose of listeners, Lloyd, could we maybe establish a little bit of context if you talk a little bit about Halftime Institute and your journey and how you got here and maybe we could pick it up from there?

LR: Absolutely. I am a real estate developer which in the United States means that you buy land and design buildings, build buildings or own buildings and rebuild built and owned buildings for elderly people. So, in our country, and at least in North America, many elderly people don't live with their family. They choose to live in a group setting where they are provided for and so we did that over the last 34 years. And about 25 years ago, I looked up from my desk one day and I wondered is there more life than just building more buildings and growing our net worth? Is there more life than just accumulating? It struck me that the times I found the most joy was when I was giving not getting and it sort of rung true with the ancient wisdom that it's better to give than to get. I remember Deepak, I took a trip with a friend through Asia and we went to Hong Kong and we saw the wonderful sights down in downtown Hong Kong; this was in 1990. And then we went to the Philippines and we had a friend working with poor children in the Philippines and we spent a week just playing basketball with kids that had nothing, and they were looking for their next meal and they had no hope and vision. And we just spent the week with them, loving them, encouraging them, playing basketball, having fun, sharing God's love and forgiveness with them and inspiring them. And then we went to Malaysia and we sat on a beach at a five-star resort drinking I don't know martinis or something and I remember thinking this is not the life I want. I had more fun last week with those kids in the Philippines, and that was a pivotal moment for me to realize that I had bought into this kind of classic idea that you may have heard of the American dream that if you put your head down and get in the best university, I went to McGill University in Montreal, I got a world-class education and then I worked with TD Bank and it looked like the American dream coming true only it wasn't nearly as fulfilling as I thought it might be. And so, along the way I started experimenting well, how could a real estate developer make a difference outside of real estate. And I found that many of the skills that I had cultivated applied in pretty much a wide spectrum of settings. And so, along the way someone introduced me to a gentleman named Bob Buford, who was 22 years older than me. I was in my mid-30s; he was in his late 50s and he had just written the book Half Time: Changing Your Game Plan from Success to Significance. And so, he asked me well, what if you were to come to a talk with me because you are much younger, you are less affluent, but you have built enough wealth to supply your family's needs. I think we could bracket the movement; I am older and more wealthy he said, and you are younger and less affluent. So, you could speak to those people who have this longing to make a difference but don't have hundreds of millions of dollars, right? And so, that started our journey together and now that was 1997. So, 25 years later I have spent so many hours helping people from every country. I have spent two big trips traveling through India speaking to people who have the same longing, and it has brought so much joy to hear their stories.

DJ: That's lovely, Lloyd. A couple of things strike me, right? One is, in a way this podcast, you know, the editors of this podcast come from a community where resources are scarce, so by design, I tell the listeners if they are seeking value from the podcast, they pay it forward to this not-for-profit that works with these children and provides them an opportunity to get education and employment called Antarang Foundation. So, that piece, as you said, brings great joy. And I was struck by Bob's book when I read it a few years back. One of the pieces I wanted to pick up on Lloyd was one of the other thinkers in the podcast earlier was a lady called Lynda Gratton of London Business School who has written a book 100-Year Life and she says, we are moving from a world where we had established phases, right? You study, work and retire now and if you knew somebody's age you knew their stage, but now we are moving to anytime life kind of a transition. So, how do you think about this notion of halftime in the world we are in and how has that evolved over the last couple of decades you have been doing this?

LR: I think she's right and perhaps this pandemic, this current pandemic that we are just coming out of is pushing it faster in that direction with so much mobility and our days are sliced and diced and so, our years and decades are sliced and diced. The risk with that is you just become spaghetti, there's no kind of architecture or structure to your life. And so, the onus is on each of us to think in terms of being chief life officer. If you are going to have to zig and zag and reinvent yourself more than just twice, you know, used to be, I had 20 years of preparation, 30-year career, 30 years of retirement. If you look back even further, the average life expectancy was 48 or 49 just a 100 years ago; that was the average life expectancy here in America. So, you didn't even have the last 30 years. You basically came to your 50s and you retired worn out, you were a manual worker not a knowledge worker, your contribution dropped off with your energy dropping off. Today, so many talented smart people in India, their contribution can continue well into their 80s. And very many of them have global exposure because India is such a part of the global supply chain. And so, it's true that they are going to have endless opportunities going forward and the more opportunities you face the more important it is to know who you are, what you care about, why you do what you do and to have some metrics along the way and then to revisit that plan. One of the things that Peter Drucker challenged Bob to do early on was to create a life decades exercise. And that was to start with the current decade and define it using a single word or two. And that takes a little bit of difficult thinking, right? To put a… to describe the current decade of your life with a single word or two and then to go back to the decade prior, when you were younger, and describe it with a single word or two and how you spent your time, and then go back a decade earlier, pretty soon you are in your teen years. But the power of the exercise is as you look forward and you describe the next decade of your life with a single word or two and then two decades after that and all the way into your 80s or 90s and what happens is it starts to provide a trajectory in your mind and you start to realize that you have agency, you have responsibility to be planning and thinking about the future. So, we have so many options, comes the responsibility to learn, both the leadership and the intentionality and the skills to be an effective chief life officer. You can no longer rely on your company to map out your life for you. And chances are if you come home from your company and you have given it all you have got, and you have nothing creative to give to your spouse or your family or your neighbors or your community that you will end up largely disappointed in the second half of your life or the next season of your life. So, I think, she's on to something. You know, it's still important to think about life in terms of a first in half and second half because there are some fundamental changes that happen as you age. And one is that if you have chosen to have a family, they leave and they go off to college like you did, you know, imagine the day when you went off to ITT.

DJ: IIT.

LR: IIT, yeah, right. And then you went even further to London Business School, right? Your mom, you know, just think about those days in her life after you had left and even in your dad as well. It created a pivotal moment for them and the same is true for many people. Now, you and I if we live to 85 or so, you know, between 50 and 60 we would do some things and we will probably want to change that between 60 and 70. And historically, people have moved from warrior to king to sage. And if you think back thousands of years and I have seen some of the history and some of those amazing archaeological sites in India and it takes you back thousands of years, doesn't it? And you see faith interwoven in thousands of years of Indian history and you realize that these people they went from warrior to king to sage and in our lives the transition from king to sage is the most difficult transition because you give up all the perks, you give up the sort of the levers, the levers and you are left with influence if you are lucky. So, that's why I agree with her and I think it puts the onus on you and I to really learn how to be chief life officer.

DJ: And maybe just picking up from that, Lloyd, the term chief life officer, it will be good to spend a couple of minutes and flesh that out. As you look at leaders, especially kings to use your metaphor, people that have achieved a certain level of success, have power, what elements of life do they often end up missing out on when you look at the range of leaders that you spend time with?

LR: Well, very often it's the softer, what you would call the softer side of life. The cultivation of relationships, the ability, for example, to have an intimate relationship with friends or with the spouse, or with the children very often gets truncated because of busyness and the pace that they go and not being available very often. Their spiritual development, if they are coming from a faith perspective, sometimes it gets truncated, sometimes their own personal development moves towards hubris or towards arrogance and you never end up with a rich and fulfilling life if you become more and more arrogant or hubris. People don't even enjoy being around you and so we can see that sneaks up on people and then sometimes their spouse if they are ignored, they choose, they accept a lifestyle in exchange for the intimacy that they really wanted. I was speaking at a YPO event, Young Presidents Organization, they have chapters all throughout India. If you are a CEO of a company or President of a company below the age 40 you can qualify to apply for being a part of the YPO and you probably know them, right?

DJ: Yes, some of them, yeah.

LR: And so, this was a dinner of nine CEOs. It was a weekend retreat that I was leading with them and I always bring my wife Linda to those and they wonder why do you bring your wife? Well, first of all, I like being with her and they are a little bit surprised that… and then I know that they will want her advice sooner or later and sure enough this particular night they said to me, do you think Linda would join us for dinner if we asked her nicely? And I said, yes, and so she came and so imagine this, it's on a back, a piazza overlooking the golf course, the 18th hole and there's nine CEOs with gray hair and blue suit jackets and I mean pretty intimidating for Linda. But she came along and we sat down and in this beautiful glass conference room overlooking the golf course as the sun was setting, and she picked up her fork to dig into her meal and the CEO at the end of the table said, Linda, I have a question for you. I have spent the last 33 years busting my butt so that my family and my wife could live like princesses. And you spend a lot of time with these people and particularly with their spouses and I wonder do you ever sense any kind of gratitude? Now, if you think about that Deepak, that is a deeply felt question, it's a hard question to hear, it's coming from a pretty painful place. But Linda was so gracious, she looked him in the eyes and she smiled and she said, yeah, sometimes I sense gratitude, but very often I sense that they accepted the lifestyle you provided in exchange for the intimacy and the cherishing that they really, really wanted. So, one of the things we give up is what's priceless. So, one of the exercises to do is to make two lists on one sheet of paper. On the right side, write down everything you have that's valuable. It's buildings, it's properties, it's stocks, it's a car maybe, it's a house maybe, who knows what you have. On the left side, write down everything you have that's priceless and then ask yourself what am I doing to protect the priceless things? Now, when I did that first based… my mentor Bob Buford encouraged me to do it, asked me to do it, I found that many of the things that were in the priceless category were completely unprotected. I wasn't paying attention to my health because I was so focused on making money. I wasn't really deeply investing in my marriage. I could do a better job understanding my children's strengths and learning style and love language and so my reputation was largely unprotected, but it's priceless to me. And I went back and I worked on protecting the things that are priceless. So, if you are in your first half and you are on a all-out quest for wealth my encouragement to you is, work hard, do what you love and wealth will come along but don't ever trade something that's priceless for something that's merely valuable.

DJ: It's profound.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman. I guess Mastercard used this insight when it came up with the line "There are some things money can't buy. For everything else, there is Mastercard". The way I see it, the challenge in bringing it to life is that for the valuable items, it is very easy to put them on a scorecard for yourself and for others and then the whole "you manage what you measure" takes over and you drive it. The priceless often is the small intangibles that are often hard to put on a scorecard.

One frame that I find helpful is that we often make lists of what we do and what we own. Priceless moments are often in the realm of being; Being a good father; Being a compassionate human being; Being a caring husband and so on.

I guess one crucial element is for us to raise our awareness and slowly gravitate towards Being Metrics and not just doing or owning metrics as we go through our journey.

In the work I do, I realize that it is critical for me to engage with a person as a whole. If I can't help a leader being an effective Chief Life Officer in his journey, it is no significant use me trying to help him or her being an effective Executive at work. I try and keep that front and center when I engage with the people I work with.

If this is a topic of interest, you might like the Playlists around "Views on Success" and "Work and Life". You can go to playtopotential.com and find them in the Curated Playlists section.

Let's now get back to the conversation with Lloyd Reeb.

DJ: And going back to your journey Lloyd, you talk about hitting the pause button in 1993 when I read your book. Talk to us a little bit about how leaders can build that pause in their life as they approach that sort of phase of life. What have you discovered about building that pause for people to take stock?

LR: Yeah, great. It's not easy to do, right, because our lives are busy. But if you look at the, if you ever watch the Olympics and you watch the swimmers, it's interesting that every swimmer swims hard into the pool wall and then they do a flip turn and they push off the wall to start the next lap. And as they push off the wall, they take a glide and they don't take the glide because they are lazy, and they don't take the glide because they are tired, they take the glide because that's how you win. And it's important to go through the water as smoothly and as fast as you can and that's one way to do it. So, the same is true with transitions in life. When you sense that there is a transition, a new season is coming, then it's important to take some time to pause and reflect as opposed to just work on the solution. One of the most common mistakes that managers and executives make when they begin a transition in their life is they work on a solution too quickly. Now we would never do that in our business. We wouldn't start naming a product or working on advertising, we start with who is the customer? What does the customer consider value? What is our value proposition as a result of that? What is our strategy? We work through all of these things before we name the product and we come up with creative advertising. So, when you are in transition, the temptation is to start ask the question what will I do next and it's the wrong question. You have to start with some inside questions. Who am I? What am I good at? What do I care about? What are my long-term desired results or what are my long-term metrics? And so, when you think about being chief life officer, it's about knowing the long-term metrics in your life. It's about knowing your role and your mission. It's about allocating and investing your time not just spending your time. These are all things that Chief Investment Officers do inside a company, right? You don't just give your time away, you don't just give your capital away, you invest your capital. So, invest your time based on your long-term metrics. And so, I would say that the key thing is to pause is to create some daily time of silence and solitude, some weekly sabbath time where you take time, you know, what a strategic coach teaches is you have focused days, buffer days and off days. And when they coach executives, they tell them the most important days are the off days, you need to count them. So, if you don't have any off days, you can't reflect. It's interesting that the Chief of Staff for Bill Clinton convinced him to take two hours every day with no meetings scheduled just to think. Now, if the President of United States can take two hours every day just to think, I think you can do that. So, and then to take a more extended time every year. What I do is a silent spiritual retreat day. Three days a year, three separate times a year, I take a day alone that I am silent and it's a time of reflection and thinking and I come back to my plan. And so, now if you are…

DJ: Do you travel somewhere to do that Lloyd, or do you do that at home?

LR: Yeah, no, I don't do it at home Deepak because there's so many distractions, there's, you know, something needs cleaning, something needs mowing or whatever or fixing. I go someplace, it's beautiful, it's quiet and yeah, you probably… do you do that a bit in your life to take some time to think?

DJ: Not in as structured a way as you do Lloyd, but I do like to sort of have do nothing days, right, where you just… but I haven't tried complete silence. One of the things on my list is there is something called Vipassana meditation where you go on a silence retreat for about 12-13 days. It's been on my to-do list. I haven't gone there yet.

LR: Yeah, and that's probably good for our listeners to hear is that it's good to have these aspirational goals and work towards them and you may not get there 12-13 days right off the bat, but you might be able to do one or two full days. I found my first silent day drove me crazy. I could… I just wasn't accomplishing anything. Everybody is getting ahead of me. And finally, after a few of those I learned that actually I am accomplishing something much more than I ever dreamed and without doing it I am sacrificing. Now, if some of your listeners, Deepak, have a transition where they have the luxury of taking more time for a glide, for a pause, you need to structure the time. You can't just sit and stick and stare at your tummy for three weeks. You have to structure the time or you won't do well with it. So, you want to work through a process. This is what the Halftime Institute does is it creates a process for people to work with peers to gain clarity and you want to think about it this way, get clear, get free and get going. You don't want to get going first, because you could be going in the wrong direction, and nothing worse than running really, really fast in the wrong direction. So, you get clear, and then you get free, and then you get going. Now, the clear part is who am I, what am I passionate about, what's my purpose in life, what are my long-term metrics, that's clarity. The get free is getting rid of the clutter in your life, those good things that are the enemy of the best things. My wife and I just spent three weeks in Germany because our daughter, our middle daughter got married, and she married a German and so…

DJ: Congratulations.

LR: …her wedding was… thank you… was there. And so, we said to ourselves in the interest of simplicity, let us just take a backpack each, no suitcase and we will only take public transit, no Ubers, no Limos, no rented cars. So, we each took a 13-pound backpack. Now, she was going to be the mother of the bride, think about that, that you are the mother of the bride and you are traveling in jeans with a 13-pound backpack. Well, it was so freeing.

DJ: Did your daughter have an opinion on this?

LR: Well, my wife didn't wear the jeans. She borrowed a friend's dress in Germany and she looked beautiful.

DJ: Lovely.

LR: And simplicity forced us to be more creative and what happened is she borrowed the dress from the bridegroom's mom, and it turned out to be a wonderful bond between those two women. You see it forced us to be more creative and so, you know, we went all around Berlin on little scooters that you rent like, you know, like with your app for like 20 cents a minute.

DJ: Got it.

LR: It was such an adventure and so freeing. So, that's what is to get free. There's a song that says you can't imagine the freedom you find from the things you leave behind.

DJ: Who is this is by, out of curiosity?

LR: Michael Card, Michael Card, you can't imagine the freedom you find from the things you leave behind. So, very often at midlife, things like lifestyle and toys and cars and club memberships, and even friends that are dragging us down sometimes there are necessary endings, right?

DJ: Hmm, hmm. Moving forward, Lloyd, you talk about how we think about 3Ts, right, time, talent and treasure to discover the greatest possible impact one can make. And in my experience of working with a few leaders and this is often a struggle, right? A, discovering what's, you know, how should I think about talent, there are different ways to frame it, the world labels you in a few ways but there is a broader way of thinking about it. And also, what's the greatest possible impact; there are multiple possibilities. So, can you give us some directional guidance on how leaders should think about this?

LR: Well, first of all, I think it's a… the most important thing is your attitude. To view what you have as not an owner but as a steward. Everything I have will someday be given away. I have some classic cars that I love. There will come a time when I hand the keys over. So, I am a steward of it and I am not going to spend everything I have on me, it would be a miserable life. So, I have to think about my life with open hands and say, I have been given time, talent and treasure. Now my responsibility is to figure out how I combine those creatively to make the maximum contribution. So, the place you want to start first is, what do I want at the end of the day? What are my desires, and you wouldn't start a business without having clear long-term metrics? You have worked at McKinsey Consulting, you guys were the experts at this, helping clients build long-term metrics, right, that drive all of their key performance indicators and systems and processes towards those metrics. So, before you can figure out your best contribution, you have to ask yourself this question. If my life turned out perfectly, what would the elements be? Now, that is a balance sheet question, not an income statement question. It's envision yourself, let's say 30 years from now, Deepak, I would be 89, my birthday is on Saturday, I turn 60 on Saturday so…

DJ: Wow, congratulations in advance.

LR: Yes, so that's why your audience can't see how much gray hair I have, can they? And so, I would be 89 if we met 30 years from now and suppose I looked over at you and I say Deepak it's so wonderful to see you. Your smile is just as nice as it was when you 30 years ago, but tell me how did it go for you? And suppose, you look out the window and you look me back in the eyes and you say to me, Lloyd, you are not going to believe it, it actually went perfectly. What would be those factors you would have to scroll through in the back of your mind in order to draw that conclusion. If you can answer that then it's relatively easy to figure out how to deploy your time, talent and treasure to maximum impact. If you can't answer that then it's hard to build a strategy, you become tactics in search of a strategy. Now, in terms of your question about time, talent, treasure so that talent piece is a combination of your expertise, your experiences, the natural gifting that you have, your relational strengths and so you want to look at it from several different angles. If it were me, I would go do a strength assessment such as the Gallup StrengthsFinder assessment. I would ask my team, tell me what are the one or two most valuable things I do to help our teams be successful. Then I would ask my family what do you think I am best at, what do I do for our family that's really extraordinary? And ask your closest friends and then write out your expertise and then list your experiences. So, for example, your experience at McKinsey tells me a lot about your analytical skills. Way back when the managing partner of McKinsey's in Manhattan was on the board of the Halftime Institute with me and his name was… let me just find it now in my head. Gosh, I don't remember but when he died, I read a quarter of a page obituary in the Financial Times international version, I was in the Hong Kong airport. And it described that his biggest contribution to McKinsey's was to convince them to hire scientists and engineers as opposed to just MBAs. And he himself had a PhD in Physics. And so, I know something about your background and your expertise just by your pedigree, right? And so, you bring that McKinsey thinking with you everywhere you go. And so, that's part of your treasure. Now, what you want to be able to do is you need to be able to synthesize it down into a few words. You can't sit down with somebody and say, suppose it's a new team that you are going to contribute to, you are going to help lead a team, you can't just tell them, 35 minutes about your strengths and expertise, you have to summarize it. So, for me, I am a thought leader, that is my background and it's my strengths, my strengths in the Gallup StrengthsFinder are strategist, futurist, activator, belief and focus. The strategist, futurist and activator are all forward thinking. Now, that makes me a good thought leader but a really bad manager, a bad operational leader. And so, as a result, I stay out of every operational role I can possibly stay out of. But I am good at helping people think through complex things in their life. So, that lets me say what I would call smiling no.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman. Of the three, Time, Talent and Treasures, I notice that it is very easy for us to notice and observe Time and Treasures. Its easy to measure and pin down. It is the talent part that is often nebulous and hard for people to get their head around. Lloyd speaks about tools such as the Strengthsfinder to get some insights here. When I am working with a leader, I find speaking to some of the key people around the leader (Friends, Spouse, Sibling, Child, Customers, Investors, Board members) extremely revealing. One question I often ask is "when does this person come alive?". The answers to that often open fascinating possibilities.

One of my earlier guests at the podcast Prof Dan Cable (DC) of London Business School, speaks about an exercise where we assemble together our Highlights reel from our life almost like how we would have a Sports Highlights Package from a game of cricket or tennis. He suggests that we ask the people we have interacted with and piece this together.

DC: *"And basically what that is, it is memories and stories from family, from friends, from colleagues, from mentors, it is people that have watched you over the years, even over the decades. And then they write a story that is their memory of a time you have done something exceptional, that is name of a book, that is why that book is called Exceptional, there are times when you have had an extraordinary impact and here is my memory of you doing that. I just cannot tell you, number one, how powerful and emotional that is to read it from other people, as opposed to just self-reflecting, so that is one thing. I think a second thing I will put out there is, just the vast amount of new insights that you can get, because a lot of things that people remember for 15 years, 20 years, and they write down in a lot of detail you might not even think of as a big deal. You might think oh no, that is just easy, that is what anybody would do. And if you have seven, eight, nine people writing different stories but around that same theme but you yourself just do not think that is a big deal, that highlight reel starts to unveil ways of you becoming exceptional and I call them high leverage moves. It is just a way that you can do a little more in area and create a much bigger impact but you would not do it because you kind of downplay, you think anybody would do it."*

DJ: If there is one thing I have realized, the second half of life is all about leaning into contexts that make us exceptional and putting ourselves in those kinds of situations rather than plugging our weaknesses in a context that is structurally not suited to maximizing our talents and aptitude.

If this is of interest, please look up my conversation with Dan Cable and Tasha Eurich where she speaks about the benefit of Outside In perspective. You might also like the playlist Navigational Principles where several leaders speak about how they moved from one orbit to another. Just go to playtopotential.com and check out the Curated Playlists section.

If you find this podcast of value, to take a moment to rate and review on Apple Podcasts. Do also consider subscribing to our weekly extracts on Whatsapp by sending a message to +918591452129 where we share a short 2 min extract from the podcast to provoke reflection.

Lets now get back to the conversation with Lloyd Reeb.

DJ: I wanted to go back to one of those things you said, Lloyd, a few minutes back balance sheet versus P&L. As we think about our lives, can you can you throw some light on what you would classify as a balance sheet item versus a P&L item if we looked at life from perspective of a chief life officer? Can you talk a little bit about that?

LR: Yeah, so often we set goals, let's say one-year goals or a January 1st rolls around and we sit down on January 2nd and we write out some goals for the year and we keep track of those. So, how much money did I earn? How much travel did I do? How much did I accumulate in terms of furniture, or housing, or wine? I sat beside a guy at a Halftime event in Hong Kong, and he told me that that year he brought $65 thousand worth of cigars. And that's an income statement; that comes in and goes out. And a balance sheet question is what do you have at any one moment in time and what you want to think about is the end of your life. What is it all adding up to? Peter Drucker, when we would talk about people's roadmaps or of people's plans for the next year as they transitioned in Halftime, his question was to what end, to what end? Where is this taking you? What is it that you want at the end of the day? So, for example, for me I want to have become someone who gives liberally. That's a balance sheet, that's a transformation of my insights so that every person I lock eyes with I am generous with, not just my money but my heart and my time. See, that's a balance sheet. And I want to have made a leveraged, a 100x impact as a thought leader. So, in other words, I want to have invested every day, every year of my life in a way that produces that every unit of effort produces a hundred units of benefit to other people. So, imagine if that was true over the next 30 years, that compounding benefit to other people. If every unit of my effort produced a hundred units of benefit in other people's lives and think about the friendships that would come from that, think about the joy as I rehearse the stories. I remember helping a guy in Singapore who wrote out a mission statement that he wanted to use his affluence and his influence to help heal the blind. And I remember looking at his mission statement on a flipchart and saying, seriously, I mean nobody can fix the, I mean, how you are going to fix the blind. And I went back just before Covid hit and low and behold, he had organized and funded 25,000 cataract surgeries for seniors in China and they can see their grandchildren. Now, you imagine how much joy I experienced seeing that. So, this is what, that's a balance sheet thing, right, doesn't go away. I keep, Deepak, I keep something called a book of days. I keep an artifact every day of my life of someone's life I benefited. So, I just before I picked up the phone to talk to you, I just put a little card in my book of days that came in the mail today from a friend of mine whose mom died. And last Thursday, I cooked their family a meal, barbecued pork chops. And I took it over with bread and everything they would need and it actually was enough for two or three meals and it wasn't very difficult. I did it during the day while I was still working, it was cooking and I was working and I got it in my little car and I took it over there and I knocked on the front door and I gave it to them, and I got in my car and came home. Well, I got the wonderful card, I stuck it in there. And you know what, 10 years from now I will look at that, it's not going anywhere, it's a memory, it's a balance sheet item. Whereas the brand-new car I bought in 1987 that I was so excited with, you know where it is, it's in the trash, it's in a landfill somewhere. I don't know where it is, but it's not around here; it's gone, it was an income statement thing, right? So, in some sense the things that are seen are eternal and that things that are not seen are temporary. But rather the other way around, the things that are seen are temporary, the things that are not seen are eternal.

DJ: Hmm. And back to what you said, Lloyd, when leaders are transitioning from success to significance, as you say, one of the things I notice is when you are on a corporate track or when you are in a business, the metrics are often visible and measurable. So, it gives you a sense of progress and it's easy to calibrate on how you are doing. And when you start moving the needle on significance, often one can start wondering, am I really making a dent? What's been your mixed experience in helping people sort of keep track of impact, especially people that are goal-oriented that have been successful because of that?

LR: Yeah, yeah, that's good. So, I think first of all, is to get in answer to this question if your life turned out perfectly what would the elements be? Those are long-term metrics. Now, I keep them in my wallet and I reference them regularly. There's six metrics, and one of them is to keep in top shape, one of them is to spend my life surrounded by beauty. One of them is to worship God every day. Now, I can measure that, you know, you either worship, I either worship God or I didn't worship God today, right? It's a thumbs-up thumbs-down easy to measure. That's the first line of attack is to know what you want long-term, measure it and keep track of it because it's like a plumb line that a mason uses to build a wall; it keeps you on track. Now, the second thing is that you can measure when you start serving people or making a difference you can use a business platform by the way, Deepak to make a huge impact on people's lives. It doesn't have to be nonprofit. I remember a guy that has a knitting business with 24,000 employees in the South West India, and he has affordable housing for them, he has created a grocery store that if they have that little card that acknowledges that they are below the poverty level, they can get everything they need for a family of five for a very small amount of money and I have gone to his grocery store. Now, he can measure, you can try to measure how much joy or satisfaction it brought to your 24,000 employees or you can measure the food that you give out with no profit, right? It's a no-profit grocery store. He just buys and sells to them at his cost so that his employees can have a housing and the lifestyle that he wants them to have, and still compete in a global market for shirts, like he knits shirts like this. And so, you can measure inputs and not only outputs. How much time did you invest? How many children did you mentor? How many children did you tutor in their reading skills? Now, you can also try to measure the outcomes but like you say it's harder to measure the transformation and sometimes there's a long gestation period, in other words, it could take 15 years to see if that kid does well and actually breaks out of poverty and maybe 1 in 20 breaks out of poverty but maybe that one becomes the CEO of a big company and serves thousands and creates thousands of jobs, right?

DJ: Got it.

LR: So, you have to figure out a way that fits your soul, where you measure your effort, you measure some results and then you keep stories. I keep these stories because they are a form of soft measurement.

DJ: Hmm. The other term you use which caught my attention, Lloyd, was you mentioned that people often approach midlife with their passion, talent smoldering under wet blankets and you also go on to say that the passion that fires a success in the first half of life can also be the fire that destroys our health and our relationships. Can you say more here?

LR: Yeah, now, this is an area of science and you might enjoy this because you are a scientist at heart. That is what I have believed for a long time that your passions are buried under blankets of busyness, obligation, responsibility and that if I could lift the corner and blow oxygen in, they would ignite. And so, what I have been doing recently is studying the science of how interest forms, for example, there's a big compilation of social science recently done called "The Science of Interest". It's $100 book, it's very, it's like reading one PhD thesis after another and so I have been studying that and I think this is an area where I think I was partially wrong Deepak. And let me share with you what I have been learning about how passion forms. So, let's say that one of your listeners is in a place where they have got an opportunity to transition, or they have some extra time because something's changed in their life and they have got 40 hours of work at work and then they have got 10-15 hours of free time that they could do something new and they want to make a difference, right? And so, let's just say that they are looking for what their passion is. And so, here's what I have been learning and I will just read to you some things that I think may be helpful. Many Halftime clients or many people who come to Halftime have not been exposed to a wide variety of human experiences or causes. And as a result, they have not tasted the pain of those issues nor the joy of those who are helping us wage the pain. So, it's true that for some people, they might have been abused by a spouse and they are passionate about domestic violence, they might have grown up as an orphan and they may be passionate about orphanage, maybe they were very sick as a child and they are passionate about that. Maybe they saw their father lose a lot of money as an entrepreneur and they want to help entrepreneurs, something like that, that happens sometimes. But more often than not what happens is that this published compilation, the science of interest suggests that people gain interest through stages, they get clear on their passion through stages from exposure to knowledge about it, to confidence around a particular topic and then they move into a passion as they engage with the topic and experience joy. And then this new interest becomes part of their identity and it becomes a passion that they are self-motivated to engage in. So, let me tell it to you in a story form for your listeners. Suppose a parent notices a child's interest in taking nature photos. So, they buy the child a cheap camera, the child takes a few photos, some turn out, but many do not and the family celebrates the ones that do turn out beautifully and the parent points the child to some YouTube videos to learn more about photography. Soon they begin to capture better photos. The parents buy them a better camera and the family experiences them coming in with great pictures and they start to celebrate them and the person feels the joy of their family seeing their beautiful pictures. And then, as a result, they gain confidence in it. Next thing they notice the child is out when it's hot or when it's raining taking pictures and they are self-motivated to do it. And eventually they begin to hear the child telling people that he is a photographer and it becomes part of his identity. So, part of what you need to do if you are looking for your passion is look past that what's happened in your past, was there a painful experience, but then, also explore, explore a wide variety of things through photos, through stories, through case studies, Google searches, do an urban plunge, we go downtown and see what's happening. And I remember driving through New Delhi with a driver that was driving too fast because we were trying to get to see a congressman or a parliamentarian, right in New Delhi and hit a dog. And the dog was on the ground yelping behind us and the driver didn't even look back, the driver didn't feel any compassion and it made me sad and I wondered is that, does that happen all the time, do people and children and dogs get just hit by things and if so, what could you do about that? Now, that was an experience for me, right? It obviously moved me because I remember it was three years ago, I still remember today. That might be the start of a passion would be to bring more compassion to animals or to children in some poor parts of New Delhi.

DJ: It's an interesting point you make, Lloyd. Sorry, sorry. I was just wondering we talk about something like a liberal arts education after school which is to expose students to a wide variety of perspectives. I just wonder, sort of, I take a parallel to that when we hit midlife, maybe there's an opportunity to widen the aperture and, sort of, as you say experience different things and not just do it cognitively but also do it experientially. Any perspectives there on gaining experience not just cognition?

LR: Yeah, that's really important and... so, I would think of it in these four ways: explore, learn, assess and share. So, explore a wide variety of things even if it's just reading about them. Get a global newspaper and read it every day and ask yourself what makes me mad, sad or glad and go online and go to like master classes or something and take a class in a wide variety of classes or Coursera. Or go to TED Talks and search on disadvantaged children, learning opportunities, the social gap, or medical issues you care about, mental wellness, for example, and explore. I remember coaching some Brad Rex, who was the CEO of the Epcot Center in Disney World in Orlando for 10 years. So, obviously, 10 years as a CEO of a big chunk of Disney you become a customer experience expert. I mean, they are the best in America at the customer experience. And so, when he came through Halftime, he decided he wanted to find the worst customer experience in America and fix it. And he is working on mental wellness. He found that many working poor people, if they are having a panic attack, they can't take off work to go to a mental wellness doctor to get the medicine they need so that they are functioning properly and take care of their three children. And so, he created eHome Counseling, which is an online affordable mental wellness care center so that any Walmart employee can go to the break room and have a private conversation with a mental counselor, a mental therapist, and get the medicines they need or get the help they need without having to leave work and miss pay and get fired or anything like that, right? And so, he went searching, he went exploring for the worst customer experience in America and then that's what he found. So, the learning part is to define a step-by-step process that helps you learn more about that cause. Now that could be as simple as talking to someone who is the Executive Director of a literacy program, let's say, and then you would learn about literacy and then assess it. In other words, you go down, you try it for a day, you come back and you ask yourself at a heart level was that fun? Was I good at it? Could I fit it into my lifestyle? Can I make a meaningful contribution? And then the last is you start to talk about it and as you talk about it, it's thinking your confusion out loud and it hurts, it begins to shape your identity. It's talking your way into a new identity.

DJ: Hmm. The other piece you talk about Lloyd is pursuing success with significance in mind. I found that intriguing, not to treat these as binary to say, I will first get success out of the way, then I will start focusing on significance but really blending the two in a meaningful way. So, can you talk a little bit about that piece of insight?

LR: Yes, sometimes when you think about life with two big like binary like you say big huge jumps you never actually get started. And very often you can make a huge impact on the current platform you are working on. If you are a teacher, if you are a dentist, if you are a principal, if you are real estate developer, I mean think about this way, we take care of a lot of seniors every day, why can't I make it more significant, why couldn't we care more deeply? I am coaching a guy that runs the third largest chicken business in America. They have 10,000 employees and he has a deep desire to create systems that really help their employees drive not just produce the right number of chickens, and actually it will probably be a good business strategy because he is going to have higher retention rates, right, healthier people, better families. So, you want to ask yourself the question how can I infuse meaning and purpose into my life right now where I am. Now, may be in your current business platform or profession, or it may be a long side of it, but you don't have to get rich in order to move from success to significance. It's more a change of heart than a change of job.

DJ: Hmm. The other theme you talk about Lloyd is defining the position you best play in a team. Can you say more about that? One of the things I notice often is people zero in on a cause that moves them but often wonder what's the play here, should I be an investor, should I be an operator, should I be a guide or should I just contribute time? What's your… what's been your reflection around figuring out the role in the team?

LR: Yeah, well, first of all, it's a big, it's a big, it's an important thing so you don't just default to whatever role the nonprofit or the organization asks you to play, because they are not necessarily skilled at knowing where you fit in and they are most likely to put you in a role that is their highest pain area. And so, they might ask you to raise money and it may not fit your skills. Or they may ask you to be an outside spokesperson and you may be shy and introvert. And so, it's up to you to tell them, these are my strengths. Now, when you craft a mission statement, your mission statement should include three things: what you do at your best, what you care the most about and the difference you want to make in the world. And so, the place to start when you are looking for your best role is to share your mission statement, even if it's rough, even if it's too many words, it really doesn't matter but because it gives the organization that you are working on in finding a good role, it gives them a sense of who you are and what you care about. And so, now in terms of roles that we have seen people play, let me just kind of run through some of them that are classics. The first one is a Board role but frankly very few people's best contribution is in a board role. Another common one is as a giver, giving money and being a what we call a donor. Now, you can make a big impact as a donor or as an investor, but you probably have to add your skills to the money. You probably want to ask tough questions. Don't just write checks, but be engaged, ask them what are you going to do with it, what are the results, how are you going to measure it, how are you going to report back to me? Don't make big commitments without saying okay every month I need to see results or every six months I need to see results or funding based on results, right? That's a wise donor. But now let's think of a wide variety of other roles you could play. Let's suppose you are a lean manufacturing expert. If you are an expert at lean manufacturing or Six Sigma, believe it or not almost every nonprofit every compassionate ministry needs that help. They need systematic ways to continuously improve. And so, I have two guys right now that are helping JAARS, Jungle Aviation Research, it's the supply chain to foreign mission agencies that bring the Christian faith message to other countries and they are using their supply chain expertise from big corporate experience that they had over long careers to help them get better at their work in supply chaining development and relief to the most remote areas of Nepal and Africa etc. So, that's an expert role. Another way to look at is as a silent partner. Very often executive directors they have no safe person to talk with. They are bored, they feel like they can't be open with their board, they can't be open with their staff because it would discourage their staff of the things they are wrestling with so they suffer in silence. Imagine if you were a silent partner and you just were one of those safe people that was under a signed confidentiality agreement that they could talk their confusion out loud and you could help them. I mean Deepak, you would be great at this, right, because of all your years as a consultant.

DJ: A trusted sounding board kind of a thing.

LR: Yeah, exactly, a sounding board or maybe a project leader or maybe you take a staff role, those are all different kinds of roles and maybe you are an ambassador, you are a rainmaker, right, and you are out front telling the story. So, you want to just look across the whole spectrum and ask yourself, what are the current functions that they need help with that fit my strengths.

DJ: Lloyd, one of the things you talk about is managing your finances with an eternal mindset and you say that it's different from managing them with the goal of getting the most pleasure out of them. Can you say more about the mindset shift here?

LR: Yeah. Now Deepak, that's really dependent on your what I would call your worldview. And this is where I want to be really sensitive to our listeners, right? Our listeners are coming from different faith perspectives, some are coming from a Hindu perspective, some are coming from a Christian perspective, some Buddhists, some no faith perspective perhaps and that statement is written from the perspective of a Christian who was thinking that this life is fairly short and eternity is forever and that God is personal and he's kind and loving and forgiving but that we have the opportunity to be his hands and feet as a great healer in this world and bring compassion. And so, as a result, if that's true, then I want to use my resources in a way that are going to bless other people because not only out of gratitude for God's kindness and forgiveness to me but also because it will reap great rewards in heaven, right? So, it's a mix of loving people like you love yourself which is living out the Christian faith and also being a good steward of the stuff, we have because not mine, it belongs to God and I am just the steward of it, recognizing that life is short, eternity is very, very, very long. Now, if you are coming from a different worldview, you may think differently about that. And so, that comment was really designed for people who are coming from that who are Jesus followers, who are thinking about life from that heaven and eternal perspective as opposed to reincarnation or something like that.

DJ: Hmm. And going back to one of…

LR: How would you respond to that Deepak, as you have a broad, you know, I have studied all the faiths in India, not all of them, but many of them, but tell me how would you react to that and put it in a way that's going to best serve all of your listeners?

DJ: Sure, and there's something that came up in a different conversation as well and as I reflect on it, the way I think about it Lloyd is a bit like to use business language, it's a bit like debt on a balance sheet, too much debt comes in the way of flexibility and adaptability and a high expense lifestyle I see as a little bit of a debt. So, the way I sort of think about it is if we can keep it light and keep it as simple and declutter as much as we can, it just gives us more flexibility and agility. Somehow, I hadn't processed it from a religious frame, but that's how I processed it for myself.

LR: Yeah. No, that's good. And I completely agree with that, back to that comment you can imagine the freedom you find from the things you leave behind. I asked myself after a big, big crisis that happened in 2007-08, I said to myself this is not the last global crisis. So, how can I position myself to make the biggest contribution in the darkest hour? I spent a lot of time thinking about it, Deepak. I wrote down all my thoughts on one sheet of paper, but one of them was to keep my center of gravity low and that's what you are talking about. Have you ever seen like IndyCar racing? The car is so low that it can go around corners and it's just so agile and this is what we were doing on that trip in Germany, right? We didn't have bags and everything. We have one little bag. I want to go through life like that, don't you?

DJ: It's a beautiful metaphor. I hadn't connected the two, yeah.

LR: You are light and agile and you can zig and zag and be optimistic instead of dragged down by all this crap and corruption we are carrying with us.

DJ: Hmm, keep the center of gravity low, I am going to remember that. Maybe just to share a story here, one of the guests I had spoken to on the podcast was a gentleman called Nandan Nilekani. He is the pioneer of the equivalent of the social security system if you will in India, sort of the unique ID project. He was the CEO of this multi-billion-dollar tech giant called Infosys, which competes with the likes of IBM and so on. And he, sort of, quit that and he joined this project with the Government of India with a start-up with no employee. So, he was running tens of thousands of people, billions of dollars to a project in the government and I asked him, what made it possible for you to move from this sort of corner office overlooking a golf course to this? And he said, I come from a small town in Tier 2 India and if I really strip all this away, who I am is actually just that person from this simple town and while I might have billions of dollars in the bank just recognizing who I am and where I come from and sort of removing all this clutter from my mind gives me the ability to pivot without carrying too much of the baggage. And to me that felt like a low center of gravity kind of a statement when I cross this what you are telling me.

LR: Yeah, yeah, and I find it's harder to do than I maybe thought and sometimes my friends that have been super successful will come to our house and we bought our house 25 years ago that we still live in, we paid cash for it 25 years ago and it's on a nice lake and there's a tennis court and everything nearby but they will say Lloyd, do you just have this one home, you just live here and you get tempted, right, to think well really I probably should have a second or something else. Every stage you are at in life you are always tempted to go up and the freedom comes when you go down.

DJ: Hmm, hmm. The other piece you talk about, Lloyd, is notion of maintaining a margin across four domains: physical, emotional, financial and spiritual. Can you expand on the notion of a margin the way you mean it?

LR: Yeah, I think that we can't expect everything in life to go up into the right and always be positive. We are likely to encounter some things that are really big smackdown that are either health problem in one of our children or an economic downturn or a big emotional disappointment, a friend betrays us, or something like that, somebody we serve and we think we are really helping and all of a sudden, they commit suicide. And the question is what is it going to take for me to finish well, not just be a flash in the pan, not just have a short season where I am making a big contribution but if you and I sit down 30 years from now, Deepak, I want to be able to tell you I am still in the game, I am still making a difference in this world, right? And that means that I need to be prepared for when something goes wrong, I need to have some shock absorber with me. And if you just have financial margin, but you don't have physical margin or emotional or spiritual margin, you won't survive. I remember I did some events in the summer with a guy named Jim Collins.

DJ: Yes.

LR: And he has written business books and maybe you have interviewed him before, but he's written Good to Great and Built to Last.

DJ: He is on my wish-list.

LR: Oh good, good for you. Well, he, we did these events in the summer in Boulder, Colorado, called Finishing Great and we would get leaders like on your audience and we spent two days together asking the question what will it look like for me to finish great in life and not just flame out. And so, I asked him at one of those, I said to him, Jim, what are you studying and what are you learning these days and he said I am studying luck and he has since written about it. It's called Great by Choice, it's a book called Great by Choice, and he studied how businesses how they deal with good luck and bad luck and what makes the difference. Now, he described luck as something that's unexpected, you can't control and it's material to your business or life. And he found businesses have equal amounts of good luck and bad luck, but wait, what makes a difference is if they are prepared for the bad luck and they can get back up again. So, cash flow is king sometimes in your life. If you don't have any financial, if you spend, outspend your income and you have no financial margin, if something bad happens, you could get really taken down and may not recover for a long time. If you don't have spiritual margin, where your soul is being nurtured by God on a daily basis. You know one of the most important times I spend every day is sitting here quietly in my study with my Bible reading and for God's ancient wisdom and praying and it nurtures my soul. And then when something frustrating happens, I am going to react out of the nurture of that love and kindness that I got rather than just out of anger and bitterness, right? And so, I need to nurture the fruit of the spirit in my life if it's going to show up when things are stressful. And so, what I try to do is to stay within my limits, cut back on spending, cut back on commitments so I have time, emotional energy, spiritual energy, you know, I got time this morning to go to the gym and lift weights so I have strength and I don't need to be strong and muscley to do this interview with you, but it does give me resilience, right?

DJ: Got it. And as you end the book, Lloyd, you say that it dawned on me that I had set out on a journey from success to significance only to find that significance alone could never fill the emptiness in my heart. What I was really longing for all along was satisfaction. How should people think about significance and satisfaction?

LR: Well, I would say success is when I use what I have for me and my benefit. Significance could be when I use what I have for you, for me and others' benefits. And the satisfaction, I think, comes from this deep sense that I have used what I was given, the time I was given on this planet, the talent, the opportunity, the influence to serve others and to love extravagantly, and that there's nothing else I am craving. And that's where I seek to end each day is with equanimity, a sense that I have no regrets, I am not grasping, I have nothing to prove and nothing to protect, and that I have done my best to love some people extravagantly, starting with loving my God and loving my wife and loving my kids. And so, now I take a morning every week to be with our two grandbabies. One is one-years-old, she's deaf and she has hearing aids and the other is three and she's diaper-changing. Now, Deepak, can you imagine how me with one little girl with hearing aids I am trying not to fall out and one little girl I am trying to say that now, do you need to go potty. It's like, it's like watching a circus but it's priceless and I am staying in it so that I get better at it, right? I don't think I am ever going to regret that, do you, do you think I will ever regret the time I spend with those girls?

DJ: Absolutely, absolutely.

LR: And so, I find deep satisfaction and my next hour might be with the CEO of a big company. But I mean, I am not impressed by one over the other. I have the privilege to serve them. So, there's deep satisfaction in that and that's a maturing process, right? If you and I were talking 20 years from now or 30 years from now, you would find a very different guy. I didn't have that perspective, I wish I did, but I didn't.

DJ: And I would be the one changing the diapers maybe of my grandchildren. So, yeah. Lloyd, it's been a wonderful last hour speaking with you. This podcast is titled Play to Potential; given your life, your journey and your sort of experience working with leaders at the Halftime Institute and beyond, how do you think about playing to potential?

LR: Well, I just got finished watching U.S. Open and I realized that there were several components to these people that really that brought their best than one. First of all, they trained. You don't try to bring your best to the world, you train to bring your best to the world. And so, it's not about waiting to you get prepared and then quitting your job and starting a non-profit or something like that. It's about training, do something, get involved, start. So, training is a big. Having a plan, you know, one of the things we do at the Halftime Institute is we help people build a robust roadmap and it has their mission, their purpose, their metrics, their spouse's dreams, their family vision, I mean, imagine trying to lead a family with no vision statement, you would never run a business without a vision statement and then they have big action areas this year and the desired how they are going to measure it and the things you are going to do and having a personal Board of Directors, for example. I have had a personal Board of Directors for 25 years, I wouldn't go home, I wouldn't go out without it. It's so powerful to have people who you trust and love that are confidential, looking over your shoulder at your plan every single year. So, to play to your fullest potential, you need to train, you need to plan and you need people around you on the journey. The books you read and the people you surround yourself will determine who you become. And so, that is what we are doing to the Halftime Institute not only in America and Europe and Australia, but even in parts of India. So, it's a kind of thing that your listening audience can plug into if they want. Just go to Halftime.org and they can find tools and resources there as well that will serve them. But it's about leadership and intentionality, right? Don't you believe that it's a big part of it is leadership and intentionality and you don't just try to run a marathon, you train.

DJ: Hmm, hmm. Wonderful, on that note Lloyd, thank you so much for making the time. Great having you at the podcast.

LR: You are so welcome Deepak. Keep up the great work.

DJ: Thank you.

Reflections from Deepak Jayaraman

DJ: Thank you for listening. I hope you found the conversation purposeful. A couple of messages before we wrap up.

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End of transcription

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About Deepak Jayaraman

Deepak seeks to unlock the human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work here.

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