



Guest

Jeffrey Pfeffer has been teaching at Stanford since 1979. He has Co-Author or Authored 16 books, the last one being, 7 Rules of Power. He is in the Thinkers 50 Hall of Fame, a list that celebrates the all-time greats in the world of Business that are moving the world forward with their original ideas.

We spoke at length about his recent book on Power. More specifically, we spoke about the tension between Power and various other concepts that are doing the rounds in “pop wisdom” - Power vs Autonomy, Power vs Humility, Power vs Vulnerability, Power vs Authenticity and much more. He has a knack of telling things the way they are without mincing words.

Context to the conversation

Hello listeners, hope you have a great start on 2023, wish you a belated Happy New Year. Welcome to the 98th conversation at the Play to Potential Podcast, a series of reflective conversations from leading people from various domains on three broad themes – Leadership, Transitions and Careers. Just like businesses think about where to play and how to win in the context of their strategy, we all think about the two questions – where to go and how to grow at various points in our lives. These questions become that much harder in a world of abundance, multiplicity of options and limited feedback. Through this podcast, I hope to share some insights that might help you navigate these questions in a more thoughtful way.

While podcasting accounts for 10-20% of my time and effort, my primary vocation is that of an Executive Coach and a Discreet Sounding Board with CEOs/Entrepreneurs. I engage with leaders and organizations with a growth mindset and help them play to their unique potential. You can learn more about the podcast and my work at www.playtopotential.com.

My guest this time is Jeffrey Pfeffer. Jeffrey Pfeffer is the Thomas D. Dee II Professor of Organizational Behaviour at the Graduate School of Business, Stanford University where he has taught since 1979. He is the author or co-author of 16 books. He has specifically researched the Topic of Power for several years. I loved the directness with which Jeffrey shares his ideas, especially around some of the topics that are doing the rounds like Humility, Vulnerability, Authenticity and so on.

One of his earlier books was Leadership BS: Fixing Workplaces and Careers One Truth at a Time. This conversation is a bit like that. He calls out all the BS that are doing the rounds in the pop literature. Without further ado, let's listen and learn from Jeffrey Pfeffer.

Transcription

Deepak Jayaraman (DJ): Jeffrey, thank you so much for making the time for the Play To Potential Podcast.

Jeffrey Pfeffer (JP): It is a pleasure to be with you.

DJ: Jeffrey, in this podcast, we talk about three themes, Leadership, Transitions and Careers, and maybe if we pick up your journey to start with. I would love to know a little bit about your journey of curiosity overtime and how did you end up studying about power.

JP: I began with a graduate and undergraduate degree from Carnegie Mellon in, kind of, what they call Industrial Administration, and a normal person would call Business Administration. And then, I worked for a year, decided I did not like that at all, and went back and got my PhD at Stanford. And as I began the work on my thesis and as I did work post thesis, I was attracted to the idea of power because power was and power frankly remains a topic that is underexplored, that is understudied, that many people do not believe this is important as it is at both the individual and the organizational level. And so, my career, you know, courses encompass many things besides power, but the books I have written, and I am now working on number 17, have always been on topics that look to me obvious, but look to the world as completely unobvious. So, I have done what I think a good McKinsey consultant or in your case, ex-McKinsey consultant would suggest, find an unexploited niche which is a verdant niche and an important niche, but is not over-farmed, over-competed. And so, power, you know, power is a subject that many people still shy away from. Rosabeth Kanter in 1979 in her HBR article called it the organization's last dirty word, that people would talk about money, they would talk about sex, but talking about power makes people uncomfortable because power is often not used for good but used for evil, people are still uncomfortable with power, but people have to understand if you are going to do the business school motto, change lives, change organizations and change the world, you need influence to do that.

DJ: Hmm. And we will dive into the book in a couple of minutes Jeffrey. You have been at this for about 5 decades, is that right, teaching power and researching power if I may, have I got the timeframes, right?

JP: My career is 5 decades long, that is exactly correct. We just had a celebration for me at Stanford. It was called the mid-career celebration, the first 50 years, we will see, anyway I doubt that. So yes, my doctoral dissertation research was on Inter-Organizational Power and when I came to Stanford in 1979, I was asked to build an elective. And I built that elective around Internal Organizational Power. And I have been teaching that not continuously because I have taught other things like Human Resource Management in the knowing-doing gap, but I have been teaching that off and on since I came to Stanford in 1979.

DJ: Hmm. One of the pieces I am curious about Jeffrey is how people make choices. If you reflect on the last 50 years and as your power is increased, as your expertise in the domain grew, what sorts of things have you said no to and what sort of choices have you made to continue to do what you love and what you enjoy?

JP: You know, my late wife would tell you this, I have the only job from which I would not be fired because of course I have tenure. So, what I have mostly said no to is academic administration. I love being a professor, I love doing my research. I would not want to be an Associate Dean or a Dean or a

Provost or Vice Provost or an Assistant to the Vice Provost or any of these other titles. And so, I did take one academic administrative job. I ran the executive education under Nobel Prize winner Mike Spence when he was the Dean. I did that for two years. I am immortalized and memorialized in the Stanford minutes as he said when he gave a report to the faculty senate that I had accomplished more change in a quicker period of time than anybody in the history of higher education. So, he was quite complimentary but I decided I did not like to do that. In the words of my colleague, the late James G. March, one of the founders of this field, you can have power or you can have autonomy, you cannot have both, and I chose autonomy.

DJ: Hmm. Can you expand on that Jeffrey, you cannot have power and autonomy, can you say more about what is the trade-off, not the trade-off, but what is the distinction there?

JP: Absolutely, think about Barack Obama or think about, you know, closer to home my dear friend Garth Saloner, his now deceased wife was dying of cancer and they gave him the fall-off with the expectation she would die, she did not, and now it is a winter. And he has a responsibility as the Dean to have meetings, to go on the road to raise money. I see my friends as they take on administrative roles, when I had the late Head of the Motion Picture Association of America, Jack Valenti come to my class, I never called Jack, I called Judy Dickie, his Assistant who managed his calendar. When I went to Gary Loveman when he was running Caesars, the enormous casino company to come to my class and he and I became very good friends over the years, I called Reggie Kirk his Assistant. Someone other than you control your schedule. When you assume a job and of course the other thing that happens with the position of high power is you have enormous amounts of visibility. You travel with security. I could tell you a funny story about Gary and his daughter, but I will spare you that story because it takes a couple of minutes to tell. But you lose your privacy and you lose a lot of control over your life because you have to do things that you do not necessarily want to do, but that the organization requires of you. You have to be the face of the organization. I have had CEOs say to me, and this is going to surprise you at all, I am an introvert, but when I do an employee meeting or when I do a customer meeting, I do not care or it does not matter how I feel or what I would prefer to be doing at that moment. I have to show up for the employees or the customers or the shareholders or whatever it is, and you of course know this.

DJ: It is really interesting. If I may juxtapose this with the work of Bob Kegan at Harvard who talks about having a self-authoring phase of life as we cross a certain point. Strangely enough, that is when we have the maximum power, our power is probably also the highest as we get to the later stages of our life, so the tension between the two becomes stronger and stronger as we age, doesn't it?

JP: I guess I have always acted in the same way that I act now. I mean I have lived a life without regret. I am very happy for the choices I made. I am glad I never became a dean or an Associate Dean or a Provost or a University President or any of these jobs. I enjoy what I do. And what I tell people all the time not to be, well, not necessarily be so philosophical but we can be. Deepak if I gave you a billion dollars and said buy back last week, you could not. Time is the least fungible of all resources. Once it is gone, it is gone. And I do not care how much money you have or how cute you are or anything else, you cannot get it back. And so, I have tried to spend my time in ways that brought me joy, happiness, a sense of fulfillment.

DJ: Lovely. And you have been in this field, sort of, digging deep into power for a long time Jeffrey, what have you learnt about staying relevant over the long term? It is something that I am curious about as I embark on my journey as a sounding board, as a coach, as a podcaster.

JP: Actually, you know, I think you stay relevant or I stay relevant by continuing to do research and continuing to do writing which of course forces me to do something which not enough people do. I mean, the great irony, as you know, is that through Google, we now have all the information of the world at our fingertips. People seldom avail themselves of all this evidence even though it exists in abundance. So, the discipline of trying to get stuff published in refereed journals and the discipline of writing and the discipline of talking and thinking, it keeps me engaged with the social science research literature, and that has been good for my relevance, and also many of the verities of the social sciences never change.

DJ: Hmm. Let us dive into the book Jeffrey. Maybe to start with, let us get the definitions right. You almost use power like a verb, you say doing power. So, can you talk about the phrase doing power what do you have in mind when you say that?

JP: Yeah. So, I define power as the ability to get things done against opposition which is inevitable in social context because different people have different preferences and different information and different roles and different rewards and different whatever. And the doing power comes from an assignment that I give my students in both the online and the on-campus version of this class in which I say to them, which is true, if you learn French or the French horn or anything and you do not use that knowledge, it will quickly leave your head. And so therefore what I say to them is in order to cement the knowledge and for you to get some practice at it, you have to not only learn about power by doing the readings and the cases in the case discussions but you have to go out and during the quarter that we are together or the eight weeks in the case of the online class, do something, try to change something, try to actually, in some sense, do power.

DJ: Got it. And the other term you use, you touched upon it upfront, Jeffrey, is, you say we need to think about power in a value neutral way, almost like how we think about nuclear energy without necessarily thinking about nuclear bomb. You also talk about the knife; it can be used by a surgeon or it could be used by a robber on the street. Before we dive into some of your insights around power, what is the user manual, what should it have in terms of where it should be applied and where it should not be applied? Is there sort of a guiding framework that you would like to outline?

JP: No is the short answer. I do not think that I have either the knowledge nor actually frankly the right to tell people what they ought to do with their lives or how they ought to use the power that they have. I find a lot of the discussions on social media to be frankly either virtue signaling or worse that people say, you know, I believe I know what a good leader is and therefore, I am going to tell you Deepak what a good leader is, I am going to tell you what you need to do to be a good leader, and we have used success and good and all these other terms in a very sloppy fashion. I still remember when I wrote the book Leadership BS, a colleague of mine read it and he said, tell me what I need to do. He said your book is wonderful but I do not know what to do to be a better leader. I said, you have to define better. I mean, as you know very well, the criteria for organizational performance are not necessarily highly correlated with each other, return on sales, total shareholder return, your performance on various environmental criteria or employee health, are themselves not very correlated with each other, and of course what is the organizational performance indicators are often times poorly correlated with individual performance. So, we need to be much more precise in our discussion of these things. And so, I try to shy away from discussions of what people ought to do. I try to tell them how to get power to the best of my ability and then what they do with it is up to them.

DJ: Hmm. Let us talk about some of the themes in the book Jeffrey. You speak about the criticality of being less judgmental and instead working from a place of equanimity and say that, being judgmental can come in the way of accumulating power. As I was digesting that piece of wisdom

Jeffrey, I was thinking of someone like a Donald Trump for example, and you quote him as an example of somebody who wields power, one would have an image that he comes across as someone with strong judgments in the way he interacts with people. So, I was just trying to reconcile your insight about not being judgmental with some of these leaders that you have as examples of...

JP: No, I think the leaders are judgmental. If you want to learn, you need to be less judgmental. The non-judgmental is in the service of learning. And also, the non-judgmental, and by the way this is true for Donald Trump, for Steve Jobs, for Elon Musk, all this judgment gets in the way of making critical relationships work. I mean Donald Trump's turnover in his cabinet is enormous. Steve Jobs lost enough people out of Apple Computer when he ran it to have staffed several companies. Many talented people have left Elon Musk's operation. So, I think judgment drives people away and it hurt in the ability to manage critical relationships and judgment clearly gets in the way of learning. Mother Teresa is famous for her quote, if you judge people, you have no time to love them. Walt Whitman, the American poet, has a lovely saying, be curious, not judgmental. And so, when you see things as opposed to getting all excited about them, it is much more helpful to ask how is it. Frankly, people are so excited by or upset by Donald Trump that they get so emotional that they are not able to understand the situation and deal with it strategically. When McKinsey came in, and we can talk about whether McKinsey did the right or the wrong thing, but they provide their best advice to clients without asking. As you know, there is now a big scandal about the fact that they provided a lot of advice to Purdue Pharma on how to sell opioids, and they provided apparently advice to the South African government, all kinds of other things, and I do not actually judge McKinsey harshly for that, part of the job of a consultant is not to say, you should not be selling this product, part of the job of a consultant is to say given that you have decided to sell this product, how can you manufacture it more efficiently, how can you distribute it better, how can you make it safer, how can you make the caps more tamper evident or whatever you need to do, how do you reformulate it. And so, when I look at what consulting firms or accounting firms do, or for that matter I hope this universe professor does, it is around how do I make you more effective and what you have chosen to do. I do not believe that the Lord or Allah, or whatever supernatural being you believe in, has given me the right to tell people what they ought to do. It has given me the right and perhaps the obligation to tell them how to be more effective at doing what they want to do, but nobody made me ruler of the world, unfortunately.

DJ: Got it. The other theme you talk about in the book is about how we use self-descriptive adjectives, and you say that we need to find those that amplify power rather than those that diminish our status. And once again as I was reflecting on it in the context of a lot of commentary around humility as a trait, I was trying to reconcile the two to say, what is a distinction here Jeffrey?

JP: So first of all, the research, you know, in Leadership BS, I have a chapter on modesty, and I do not know what the opposite of modesty is, but one thing that is the opposite of modesty, I think most people would agree on is narcissism, and the research on narcissism is quite clear. The higher you are in narcissism, the more likely you are to get hired, promoted and earn more money and at least by those measures, enjoy more career success. And Jim Collins who wrote about Level 5 leaders who are of course modest with a fierce determination, Jim and I talked and he by the way endorsed the last Power Book, I talked to him about that, he said, well, you know, it is interesting, most of the modest leaders I saw were modest once they were already CEOs. I am not so sure they were the level 5 leaders on their way to the top, and I think that is probably right. And many of the people by the way who claim to be modest and claim to be all these other things, authentic or whatever, if you actually did some due diligence, you would find, you know, and it is one of the things I talk about in the book in chapter 7, one of the things that happens when you have lots of power and lots of resources at your disposal, is you can tell your story. The current thing in the U.S. is the story told in the New York Times about this guy named Dan Price who was this wonderful person with a zillion

followers and it turns out most of the stuff, you know, he was also a sexual predator apparently according to the story in the New York Times. And so, here is this guy presenting himself one thing while he is something else, and that is true for many leaders. Safi Bahcall who wrote the book *Loonshots* has a thing that, he says that the aphorism, that leaders write history is actually only partially true, leaders not only write history, they rewrite history.

DJ: Hmm. So true. In a way, it is quite topical even in India. There is a lot of discussion about how much it is turning out to be a war of the narrative in terms of how people are projecting themselves, how the government is projecting itself and so on and so forth. So, we can have a whole separate conversation just on that but that is not the purpose of this podcast. You talk about getting over imposter syndrome as often the first baby step towards power, can you say more about that?

JP: Yeah, no one is going to give you more power than you are going to want to take or claim for yourself. And so, in order to have power, you have to believe that you deserve it. And certainly, a feeling that you are inadequate for the job or not up to the position, is not going to be helpful for you. People may see you more negatively than you see yourself but it is seldom the case they are going to see you more positively. Confidence is very important, some research by Cameron Anderson shows, so you have to come across as though you know what you are doing if you want people to follow you.

DJ: Hmm. And do you have, in your years of researching this, headline thoughts on how people can begin to overcome the imposter syndrome?

JP: Well, I think you get help. You get yourself a personal board of directors or an executive coach or friends or all of the above to help you through that. Human beings are social creatures. And so, the answer to almost everything is to rely on the humans in your environment to help you become what you want to become.

DJ: Hmm. And you also talk about having some self-awareness of where you sit in the ecosystem and what you need to win. Can you say more about the nuance here? What is the kind of self-awareness you are alluding to in terms of where we sit in the pecking order?

JP: You need to have a reasonably good assessment of your own set of skills and abilities so that you know where you need development help. This is not unlike what you would have gone through when you were at McKinsey or not what unlike any executive would go through where you get assessments and feedback from people that helps figure out what your strengths are, your weaknesses. Gallup wrote a book called *Play to Your Strengths*. If you are going to play to your strengths, you have to know what your strengths are, and you could start with that. And if you are going to develop the domains in which you are more challenged, you need to know those as well. If I said to you, I want to make you tomorrow a professional basketball player or professional cricket player given the country, you will get coaching from people, you might even videotape yourself and get coaching in addition to that. The coaching would be around how to improve your swing, how to improve your posture, how to improve all aspects of your performance. And so, I do not think leaders are any different than professional athletes where you need somebody to tell you what your strengths and weaknesses are, and to help you play to your strengths and buttress your weaknesses.

Reflections from Deepak Jayaraman

DJ: This is your host, Deepak Jayaraman.

I would love to refer to something that Prof Tarun Khanna (TK EP2) from Harvard said in the context of his book – Leadership to Last. He speaks about 3 traits that separate Leaders that build to last and speaks about Humility of demeanour as one of them.

TK EP2: *"I would point to the trio of phrases that we use: audacity of intent, humility of demeanour and steadfastness of purpose. So, I think the stories here in a sense are each and every one of them is an ode to trust, which was the title of my previous meanderings on development in emerging markets in their own ways, in their own kind of beautiful ways. But they have all taken a very long time to painstakingly build, it turns out that's what it takes to build something that can redirect a society. There's a lot of humility in these people, may be to some extent they are, that's what it takes to build coalitions around you who participate with you to co-create the as I said in my earlier book to create the conditions to create with you so that you can collectively be much greater than individual efforts would allow, but they are not shy about what they want to accomplish, they have big goals, they want to emancipate women or they want to cure the world. They are not shy of ambition but they are very cognizant of their human limitations and willing to say sorry and reflect on their life trajectory, and they are willing to take the slow and steady long road"*

DJ: Back to what Jeffrey says, I do think there is a real tension between being humble and increasing one's power. There is possibly a tipping point beyond which it might make sense to switch to greater humility but not sure about the early days. Let me talk about how I experience this tension. My full time profession that puts bread on the table is what I do as an Executive Coach and a Trusted Sounding Board. The primary element that peoples find value in is my ability to listen intently. But here is the thing. Let us do a thought experiment, to get the point across.

Imagine a room filled with 100 people. Let's divide it into two groups A and B, 50 in each. Group A are the Speakers and Group B are the Listeners. We will get each member in Group A to speak on a topic of their choice for 5 mins to members in Group B whose job is to just listen. At the end of this exercise, we will probably know who the best 5 speakers are in Group A. But we would probably not know who the 5 best listeners are in Group B, because they are silent.

The question that is often in my head, is if listening is what people seek value in, how do I signal that in a way that doesn't dilute me as a good listener if that makes sense. I don't have any clean answers here but would welcome any thoughts you might have in this context.

If you find the podcast of value, do share a review on Apple, Spotify or wherever you consume this content. Do also share it with people that might find this of value, it will help us reach more people. Help us get speakers of a higher calibre.

Let's now get back to the conversation with Jeffrey Pfeffer.

DJ: The one thing I notice Jeffrey in my coaching work is that as leaders gain more power, the quality of the signals, signals that give them feedback, often either signals die because people go quiet, because the asymmetry of power or there is a lot of noise in that signal because there is posturing. When you look at leaders who have been effective, do you have any thoughts around how leaders can build a meaningful feedback loop as they start accumulating more power?

JP: Absolutely, and the most obvious answer to that question is to get feedback from people who do not depend upon the leaders' decisions. So, when Gary Loveman was running Caesars, he got a lot of feedback about how important he was or not from his spouse. I think, again, if you look at the Wall Street Journal and look at their little segment once or twice a week where they talk about building a

personal board of directors, when you build a personal board of directors, those people are not people who work for you or who are clients of yours or pardon me, suppliers of yours who depend upon your beneficence for their well-being. So, I think you want to do the same thing that you would do as a company would do which is try to, you know, companies try, they do not always succeed, to get 'independent directors' to give them independent objective advice for the purpose of improving the company's performance, that is exactly the analogy I would draw here. You want to get a few people who know you, who maybe observe you in various situations to give you objective advice for the purpose of improving, of learning and telling you what they see and helping you improve. And that, by the way, I believe is what you do in your executive coaching work, is not it?

DJ: Hmm. Absolutely. Part of my job very often is just to create that layer of trust and decode things that people would otherwise be uncomfortable saying one on one. The little insight often is the stuff that is in the blind spot of the leader I am working with, and part of my job is to widen that blind spot and to shed light on it.

JP: Of course. So, you can answer the question because this is in fact the work that you do. It is the value that you add if you think about it.

DJ: Absolutely. I think that is a key component of, you know, one of the people I spoke to was a lady called, Tasha Eurich and she talks about internal and external self-awareness. So, a big part of my job is actually widening both, internal and external self-awareness. I was curious about the correlation between power and data and your experience around how that plays out but I hear you loud and clear. You also talk about our orientation towards power often depends on where we sit in the society, the pro-social approach versus being politically savvy and you say that where we are in social class often predicts our comfort with the two strategies above. Can you say more about this and implication for people who are trying to climb the ladder? If I may take my personal example, I come from what would be termed as the Indian middle class and it took me a while to really, the initial years were just spent on doing good work, but then subsequently, I realized that it is not just that that is of course necessary but not sufficient and there are these other elements you need to think about. So, can you talk a little bit about that piece of insight?

JP: Yeah, it goes back to rule one which is to get out of your own way. Many people are programmed to get in their own way by thinking that certain things are inappropriate, they are not supposed to network, they are not supposed to develop and project a strong personal brand, they are not supposed to act and speak with power, they are supposed to follow the rules and conform to things and whatever. And so, to get them out of their own way, one of the strategies that my colleague Peter Belmi came up with which works pretty well, is to convince people that they are not acting for their own interests but they are acting for the good of the collectivity. And so, they are much more willing to do what they need to do if they think they are doing it for other people, not just themselves.

DJ: Hmm. I guess the clarity around the why becomes that much more important.

JP: Yeah.

Reflections from Deepak Jayaraman

DJ: This is your host, Deepak Jayaraman. The more work I do in this space, the more I am convinced that one of the areas where I can add disproportionate value is in opening people's aperture around their self-awareness. The first three to four months in my journey with a leader are often around a

series of journaling prompts, coupled with me speaking to 20-30 people around the leader and then pressure testing these with some psychometrics. I find that as we grow in our journeys, we stop getting nuanced feedback from the various people around us.

But going back to what Jeffrey says about Gary Loveman who was running Caesars getting feedback from his wife, I would say I have personally benefited from my wife showing me the mirror and keeping me grounded along the way. A similar insight came from my conversation with R Gopalakrishnan (RG) who is a seasoned Board Member and a former Senior Executive at HUL and Tata Sons. He speaks about the role that Clementine Churchill played in Winston Churchill's life.

RG: *"when I used to go to London I would often visit museums and so on, I went to the Imperial War Museum in the bunker room near St. James Park, Regent's Park and I found a letter there, framed and put up on the wall and when I peered at it closely, it was handwritten by his wife, Winston Churchill's wife Clementine to him and it read something like "My dear darling Winnie, you are a wonderful man, the nation needs you now, it's dated 1941 or 42. But the other day I heard people saying that you are now becoming irascible and impossible and they are not able to talk to you. My darling Winnie, you know, I love you so much; I would not want anything better for you or for this nation than success in the war. Why don't you mend your ways a bit, your... and it had all... it was a bit torn up and then put together again and the story behind it I learned later was that she wrote this letter, he came so tired that evening that she said no, no, I can't hurt him further, she tore it up. Next morning she said if I don't tell him who the hell is going to tell him and she put the letter together and that's what is saved and kept there and then of course I have got the actual words which I have mentioned and reproduced in the book. But this is what happens, I don't know how many times my wife has told me what a prick I was in a particular interaction. She says I don't understand what subject you were discussing, I am not interested in because that's not my field but the way you spoke to this guy was wrong and when I reflect on it very often even in a marriage the spouse tells the other person, I keep saying wife but it could be the other way around so I rather use the word spouse, it's not what you told me that I object to but how you told me. Show me a married person who hasn't been through that discussion. So how you do things matters a lot and this is where the Clementine Mirror came in. It is not that Winston Churchill was wrong, it is not that he took the wrong decision, it is not that... but the way he came to his right decision was wrong. Clementine Mirror is what optical mirror does to your face; it shows you how many pimples you have got on your face, especially if it is concave. A Clementine Mirror is nothing but a concave psychological mirror, who provides the mirror doesn't matter."*

DJ: As leaders, I feel it is important to have those vital few people around us, whether it is a spouse, close friends, siblings or a Personal Board of Directors that can show the unvarnished concave mirror to us. Let's now get back to the conversation with Jeffrey Pfeffer.

DJ: In a in a different section of the book, you say that the term authentic leadership is scientifically bogus and harmful in many ways. Why do you say that?

JP: Because it is true. I can give you an article that won the prize, I did not write it, for the best article on leadership quarterly that debunk the scientific basis of authentic leadership. And authentic leadership to me is, you know, and Adam Grant wrote this wonderful column Unless You're Oprah, 'Be Yourself' Is Terrible Advice which I think is probably right. Authentic leadership is very much consistent with the ethos of the age, and as I look at the ethos of the age, the ethos of the age is all about me, me, me, me, what is good for me, who am I, what are my feelings, what are my needs, what are my desires. I will juxtapose authentic leadership with another concept that I am not too fond of but it is an interesting one, servant leadership, if I am going to serve you, I need to be

concerned about not me, I need to be concerned about you. And authentic leadership which says, I get to show up and show my feelings and do whatever I want, is not very useful. If you want to be an effective leader, you need to know what the human beings on the other side of the interpersonal influence transaction want to need from you. So if your significant others left you, if your kids have acted up, if you have been given a horrible medical diagnosis, you know, I do not think, I mean obviously your friends care about this and your family cares about this, but your employees need you to show up with energy, they need you to show up with confidence, they need you to show up in a way that it tends to what they need from you, not what you need from yourself.

DJ: Hmm. That is an interesting distinction. And to reflect on the last couple of years Jeffrey, Covid, in a lot of ways, showed up in different ways in different leaders' lives, just maybe staying with this point about authentic leadership, did you see this play out in funny ways in the last two years where people missed the plot and took it too far?

JP: Well, there is an article in New York Times which I posted about on my LinkedIn which talks about boss is crying while they are laying people off which I think is about as good as you can get in terms of this issue of false signal, that is one. The other interesting thing about Covid, I do not know what has happened in India, I suspect it is not that much different, in the United States, companies used Covid, and the fact that people were working from home, as an excuse to download spyware into people's computers. And so, people are now monitored to an extent they never have been before, their cell phones are tracked, their keystrokes are tracked. In many instances, companies downloaded spyware into their cameras and then, they used artificial intelligence programs to comb through all those data and see what everybody is doing. So, it is ironic that at the very moment that people needed more slack and more discretion, in many instances, they got the opposite. I am the world has become an Amazon warehouse, is the best way to describe it.

DJ: And you talk about that as well in the book somewhere Jeffrey. You talk about using power to perpetuate power. To me, this example sounds like as an interesting proof of using power to perpetuate power. Would you say that?

JP: Yeah, the reason why I said what I said in the book is that if you use power and use it to get things done, more people will want to be associated with you and more people will want to invest in you and more people want to buy your product and service, so it becomes a self-fulfilling prophecy. But certainly, the ability to download spyware was one of the consequences of Covid. And in some cases, companies ask for employees' permission and in some cases, they did not. They just downloaded the spyware without people's knowledge or consent. But that is because in the U.S., employees essentially have no rights.

DJ: Hmm. The other theme you refer to in the book Jeffrey is you say that people in positions of higher state is when they self-disclose to weakness that reduce their status, and once again when I thought about this in the context of the commentary around vulnerability to build trust, I was trying to reconcile this insight with that piece of popular wisdom.

JP: Well, the piece of popular wisdom is not based on the social science, and one thing that people confuse is showing vulnerability to your friends, showing vulnerability to your significant other, showing vulnerability to your children and showing vulnerability in the workplace. People have, and by the way to their detriment, have confused because a lot of them have gotten their butts fired, have confused the office or the workplace with their house, you know, with their life. There is a demarcation between work and the rest of life, many people wish there weren't, many people think it has gone away, many people have tried to act as if it has gone away and they found out that it has not. So, what you would do with respect to your close friends, to the people, you know, Keith

Ferrazzi's first book was *Never Eat Alone*, his second book is *Who's Got Your Back*, but *Who's Got Your Back* is seldom your subordinates or maybe even your peers who of course are competitors. So yes, you need friends with whom you can be vulnerable, you need friends with whom you can share your most intimate secrets, but those are not necessarily the people in your workplace.

DJ: Hmm. And if we take this piece of insight and apply it, in the corporate world, there is a spectrum of cultures, would you say this needs to be contextually applied to a certain culture or would you say that regardless, it is helpful to keep some sort of a healthy separation because in some companies, for example if I take Satya Nadella of Microsoft, when he wrote the book *Hit Refresh*, he speaks about his family, his son who is differently abled and so on who passed away recently, so there was a little bit of commentary around being human talking about warts and all. So how do you think about that Jeffrey?

JP: When you become CEO of Microsoft, you can disclose anything you want. But I am not sure still you want to disclose that on the way up to that position. Again, people need to be really clear about where people are in their career, both in terms of ages, as you have already alluded to, but also in terms of their position. One of the things that power gives you is the ability to do things that other people cannot do. So, until you are in that position of power, maybe you do not do some of the things that the people in power are doing.

DJ: Got it. The other piece that really resonated Jeffrey was a term being true to yourself that we hear so often and you pause us here and you ask us to think about which self we are referring to when we think about this term. Can you say more about here, more about this term?

JP: This goes back to this whole thing about authenticity, you need to be true to your inner self or your true self, but I would hope that most human beings are on a journey of learning and development and that Deepak at your current age, whatever that is because you look amazingly young to me, is not exactly the same person as Deepak a 10 or 5 or 20 or 25 or 30. My hope would be, from our conversation, my belief would be that you have been on a journey of learning and self-discovery and that you have been on a journey of growth and development, and so that therefore, when you say be true to yourself. If you are really true to yourself, you are basically not going to be on a journey of growth and development because you are going to say I have to be true to my one-year-old self which basically does not use the toilet. That is an extreme example but you get the point. The point is just that as you have evolved, as people learn, I believe in the redemption of souls, I believe that people can forgive, I believe that people can develop, I believe people evolve, at least I hope they do, and so as they evolve, their values, their beliefs, their behaviors, everything would change. I do not think that is being authentic, I think that is called learning.

Reflections from Deepak Jayaraman

DJ: This is your host Deepak Jayaraman here. I love the point Jeffrey makes about indexing to the past self-coming in the way of our growth. Something similar came up in my chat with Jennifer Garvey Berger (JGB). She speaks about how human minds trick us to believe that most of our changes are behind us.

JGB: *"It's a fascinating result that says that most of us spend most of our lives believing that our major changes are behind us. And I wonder whether there is kind of a psychological health. I don't know the answer to this question so I am just musing here. I have never seen anything that actually explains the why of it but I have wondered whether there is a... it takes so long for us to develop into the time of our life this sort of self-transforming time of our life when we welcome change and move*

towards it as opposed to initially resisting at our finding it destabilizing. And so I wonder whether our brains have evolved to trick us into believing it is all going to be okay from here so you can relax as opposed to having us on constant alert our whole lives."

DJ: I guess it's worth bearing in mind that staying true to our current or past selves can be limiting our future possibilities. Let's get back to the conversation with Jeffrey Pfeffer.

DJ: The other theme that came up which caught my attention was warmth versus competence. One of the themes I am curious about is how leaders navigate transitions, and one of the transition situations is when you start a new role in a company. Very often, I get into discussions with leaders about how they need to think about, you know, Michael Watkins of IMD, who has done a lot of thinking in this space, talks about the arrival posture, you know, how people perceive you as you come in. What is your take? Amy Cuddy says, warmth first and Bob Cialdini says competence first, so I was trying to make sense of the two and get some perspectives on how you think about the two.

JP: Well, it is ironic that Amy Cuddy would say warmth first because of course she did the research with Susan Fisk that talks about the trade-off between warmth and competence. I would say competence first. I agree with my friend Bob Cialdini. I think he is wise on this.

DJ: And can you bring it to life for us in the way it plays out in people's lives and the kinds of mistakes you see people making?

JP: The mistakes that people make go to the discussion we were just having. So Herminia Ibarra, now teaches at London Business School, has an article in the Harvard Business Review about authenticity for many years ago in which a woman is appointed to a leadership role in a pharmaceutical firm and the woman who suffers a little bit of imposter syndrome or whatever goes in and basically tells the people that she has now been appointed to lead, that she is not sure kind of why she got the job and she is not sure that she is really going to be good at the job and basically signals a bunch of self-disclosure of 'vulnerability' and of course, it did not work out well for her. Don Quixote is a lovely figure in literature, but to say Deepak, you are engaged in a quixotic endeavor, is not going to be a compliment. People want to associate with winners, people want to associate with success. Nobody says, oh my God, this company is going bankrupt, we need to give them more money, I need to go work for them because I can turn them around. People want to be associated, and you see this again to use name that has already come up with Donald Trump. Many of the Never Trumpers, once he became President, said, oh, I guess I changed my mind. People want to be associated with power and success. And so, to the extent you do not convey power and the likelihood of your success, people are not going to want to work with you or for you, people will leave the organization, etc. So, it is kind of the, sometimes, this is called the flywheel effect which can operate in a positive or a negative direction, and I am sure in your experience, you have seen both.

DJ: Absolutely. And as we think about narratives Jeff, you talk about creating a narrative that is consistent with the hero's journey. Can you bring that insight to life for us?

JP: Sure, of course. You want to create a narrative in which you faced great obstacles and at the end, you triumphed. And so, I have my own personal narrative about this. When I graduated from Stanford, I was turned down by the best universities in the United States, ended up at the University of Illinois which turned out to be a lucky break for me where I met my friend Jerry Salancik and then following year Berry Staw and some other very talented people who taught me more than I learned in my doctoral program, and 7 years later, I was a full professor at Stanford. So, it is a lovely journey of setback followed by triumph.

DJ: Got it. And what is it about this structure which helps in signaling power if I may say that?

JP: Well, I am not sure it signals power but people like to see people who have overcome adversity which by the way if you were to ask me what are the most important skills for being successful, persistence and resilience to me rank very high. Because every human being, regardless of how successful or brilliant or adorable they are, is going to face setbacks, is going to face adversity and the question then is going to be whether or not they can keep going.

DJ: Hmm. In a different section of the book, you talk about the IKEA effect where you talk about escalation of commitment and networking, can you say more?

JP: That is a term that comes out of a study that was co-authored by Michael Norton and Dan Ariely, and it comes from the principle that my dear friend Jon Levy who is going to be on my podcast. By the way, I am starting a podcast myself because there is a shortage of podcasts and I need to contribute to this huge shortage, so starting next week, there will be a Pfeffer on Power Accelerating Your Career Podcast. Anyway, and one of my guests, because I have recorded a ton of episodes already, is Jon Levy and Jon wrote this book, You're Invited, and Jon Levy of course is famous for doing these influencer dinners, and one of the things he talks about on the episode of my podcast is he said many companies believe that what you want to do if you are trying to build relationships with customers or clients or whatever, if you throw them a fancy dinner and give them a good gift bag, he said the problem is that everybody, beyond a certain level, has already gone to too many fancy dinners and received too many gift bags which they are just going to throw away anyway. So, Jon Levy with the influencer dinners, when you get invited to his dinner and I am going to another one on the 20th of this month, you will cook, nobody is going to serve you a damn thing, you are going to show up and with the 11 other people at the dinner, you are going to chop food and cook. And that of course gives you more commitment and more involvement and you build trust. And by the way, they always have bandages around because many of these people have never cooked or chopped anything, and so there is sometimes some blood but that also makes it more interesting.

DJ: Got it. Sticking to the theme of relationships Jeffrey, you talk about the notion of relationship brokerage, and you go on to say that benefits of this are often felt in the first circle but secondhand brokerage often does not have any value. As I was reflecting on it, I was trying to pick up the nuance here. Can you expand on this for us?

JP: Sure, of course. Basically, many people believe that they can outsource their networking. So, if I am a friend of Deepak and Deepak has a huge network, I can basically say, well, I will just use Deepak's network. The research shows that that is not true. That if I want to use my network, if I want to connect people, if I want to bring different organizations or different groups of people who could profit from being in contact with each other together, I need to know them directly, I cannot really outsource my networking.

DJ: Understood, to use LinkedIn language, the second-degree connection is not as valuable as the first but it is probably overrated in people's minds.

JP: That is exactly correct. And that probably comports with your own experience.

DJ: Absolutely because people trust you and there is a certain context to the relationship which is often lost when it is a friend's friend. And I used to be in the talent brokerage business earlier, I was an executive search consultant, and whenever somebody would write, here is my cousin, meet him or her, I would always take it with a pinch of salt because I know you, I know you are a capable leader but your cousin needs to be evaluated independently in terms of the ROI on time and other

things. So, very true. And you are in Stanford, heart of the tech ecosystem Jeffrey, I was just wondering, as I was thinking about the way tech has evolved in the last several decades, and some of the principles of power, in what ways has tech changed, if any, some of the tenets of power or are these evergreen and stay independent of some of these tech...?

JP: Evergreen, they are absolutely evergreen, absolutely.

DJ: Hmm. Any specific aspects of your, let us say, any specific themes that have gained greater weightage or prominence given tech Jeffrey?

JP: No. It is interesting, many people aspire to be the Silicon Valley. I think parts of India aspire to be the Silicon Valley, parts of India I think are succeeding in becoming very much like the Silicon Valley which means that when I go on a Google search and find the list of countries that have the most stress and the most depression, India is near the top along with China. And of course, if you go to the Silicon Valley, you see very very very bad behavioral health, very bad and in many instances, very bad physical health as well where there is a lot of drug abuse, there is a lot of alcoholism, there is a lot of sleep deprivation, there is a lot of people who are literally, to use the title of a book that I published in 2018, dying for a paycheck. So, I am not sure that the Silicon Valley, the Silicon Valley maybe a hotbed of innovation, it is also by the way, is the case of Theranos illustrates or the case of Adam Neumann of WeWork illustrates, it is also hotbed of hype and BS but the marketing has got, you know, whatever. Peter Thiel who famously remarked something to the effect of, you know, we hoped that technology was going to save the world and it gave us more effective dating apps. I mean, you know, this is, you know, literally, how many dating apps are there, you do not even want to know.

DJ: Slightly more than number of podcasts out there I think, yeah.

JP: Yeah, probably, about the same, anyway. No, I mean, you got the point. That I am not sure that Silicon Valley, I mean, parts of Silicon Valley are working on cures for cancer and other serious things but a lot of this is frivolous, you know, how do I get more people more hooked, so every time their phone rings, they think they have to look at it.

DJ: Hmm. Got it. As we wrap up Jeffrey, a few questions where I would love to get a headline reaction, a couple of lines, just your summary thoughts. In your research, in your work around power, what is the topic that people often get intellectually but struggle to implement behaviorally?

JP: That liking is overrated. In the words of my friend Gary Loveman, if you want to be liked get a dog, a dog will love you unconditionally. Your job as a leader is not to win a popularity contest, your job as a leader is to make things happen. I have gone through three orthopedic surgeries in the last four years and I have gotten quite good at picking doctors. And by the way, I do not pick doctors, you read the Yelp reviews, there is comments about their furniture, there is comments about their staff, there is comments about whether or not you like your personality, there are comments about all kinds of things. So, I said to somebody, I had my neck fused C3 C4, I said this guy is doing microsurgery on my spine, I only care about one thing, his technical skill. So, we get confused, this idea of being liked versus being effective. And there is not a trade-off between them. You can be liked and effective, you can be unliked and ineffective, all combinations are possible, but you need to prioritize being effective because that is what you are hired to do.

DJ: Hmm. And where have you personally struggled with in doing power to use your language?

JP: Ah, I personally struggle with several things. I personally struggle with being able to hide my feelings, so to look at people who I abhor and not let them know the contempt I feel for them. And I think I also struggle with, unfortunately, I am in a job where I do not have to do too much power because my career has been very fortunate in many respects or lucky, you know, I struggle with spending enough time on all of this stuff. I am basically an academic. One of my friends who is in the VC business, so he and I went out to lunch, he said, you are an academic and I looked at him and he said, that is not an insult, that is a description which is of course right. I am an academic, I love to research, I love to write, I love to read, I love to think about ideas and so I have probably spent insufficient time on doing all the things that are in the 7 Rules of Power.

DJ: Got it. And back to the question I asked earlier Jeffrey, what are the safeguards we need to have in place to ensure that doing power does not lead to abuse of power, any thoughts there?

JP: I do not think there are any safeguards. The idea that we can design safeguards, it is false certainty. The best safeguard, you know, I open the book with this quote which is attributed to me, I do not actually necessarily remember saying it but I could have, if power is to be used for good, more good people need power. And so hopefully, that will be the case, but I do not think there are safeguards. Obviously, there are systems of government and presumably we have safeguards in place, the United States is going to find out whether our safeguards are going to hold, I have some doubts, we will see. I think there are procedural safeguards. There are things that say, you cannot stay in a job longer than maybe 10 years which is the custom now for Stanford Business School Deans, or maybe, there needs to be some rotation, or maybe there needs to be shared power, or maybe there needs to be God forbid the word which everybody will fall over on labor unions or countervailing power, but the idea that somehow I am going to give you an injection of values or something that is going to provide a safeguard against your abuse of power, I think is a false hope.

DJ: Hmm. And who is the one leader in the public domain we should study to understand how power works, somebody who inspires you?

JP: Ah, you should of course read the Robert Caro biographies of Lyndon Johnson, The Path to Power or you should read the Robert Caro biography of Robert Moses because that is a wonderful story of the master builder who basically created New York, The Power Broker, it is a great book.

DJ: Got it. And what have you learnt about how to get your message across in a way that it drives sustainable change in people's lives? You are an academic and you are an educator. As a coach sometimes, I think about what is the way in which I need to get ideas across so that the change is sustainable.

JP: So, you will love this because you are a coach. So, one of the things I did, now I do not even remember how long ago, was to have executive coaches work with the students. So, I have coaching for both my online and the on-campus class. And so, I have done three things that have been helpful in regard to making sure that the learning persists. One is, I give people lots of self-reflective assignments and then the doing power project. So, they have to actually use and think about the material during the course. Not a test on the social science ideas, but okay, we have taught you about brand and brand-building, go build your own brand, and get some feedback from people on that. So that is number one. And number two, I have provided them with the resources, these executive coaches who work with the class who help them, hold them accountable, push them out of there, to use a phrase you have used earlier, comfort zone. And those two things have made the class more successful and the learning more sustainable. And I am pleased to say that last winter

which is the last time I taught the class, I have 191 people on the waiting list for one of the sections which had 68 people enrolled.

DJ: Wow. As we wrap up Jeffrey, this podcast is titled Play to Potential, what does the term mean to you?

JP: Ah, that is interesting. Play to potential means you get over, number one, your any inhibitions, the imposter syndrome that you, play to potential means that you see yourself as efficacious and as powerful, and you see yourself as having a responsibility to do those things that will bring you into a position where you can, to use the Stanford Business School motto, change lives, change organizations and change the world.

DJ: Lovely. On that note Jeffrey, thank you so much for making the time on the podcast.

JP: It is my pleasure, thank you for the wonderful conversation.

DJ: Loved it, thank you.

Reflections from Deepak Jayaraman

DJ: Thank you for listening.

If you are seeking value from the podcast, do take a moment to rate and review the show on Apple, Spotify or wherever else you consume the content. That small act will make a big difference to us in terms of being able to reach people that could get value from this and also attract higher calibre of speakers as we move forward.

Thank you for listening and look forward to having you tune into one of the other conversations at the podcast. The podcast is about 20% of my time. My primary vocation is that of an Executive Coach and a Discreet Sounding Board to leaders. If you wish to know more about my advisory work, you could visit playtopotential.com and check out the About Deepak section.

Thank you and bye now.

End of transcription

Nugget from Tarun Khanna EP2 that is referenced: [Leaders that build to last](#).

Nugget from R Gopalakrishnan that is referenced: [Clementine Mirror - the role of spouses](#).

Nugget from Jennifer Garvey Berger that is referenced: [Trap 5 - Shackled by the past](#).

RELATED PLAYLISTS YOU MIGHT LIKE

Pursuing your passion: “Follow your heart” is an advice that is commonly doled out to individuals that are trying to make career choices. However, the reality is little more nuanced. People who have followed their heart talk about how they have weaved it into their lives or in some cases, how they have been pragmatic about taking the plunge. You can access the playlist [here](#).

Staying relevant: How do we stay relevant as we go through our journey is something that keeps a lot of us awake. This is both in the context of refreshing and rejuvenating ourselves over time and also ensuring that our skills and capabilities are fit for purpose in the world we live in and the future of work. You can access the playlist [here](#).

Influencing: Leaders reflect on what it takes to get the ideas in your head to a wider set of people and drive buy-in. It’s often a function of being tactful about listening to what the various stakeholders want, getting a sense of when the timing is right and driving the change you want by influencing the various constituents. You can access the playlist [here](#).

Judgment: Judgment is a key trait that differentiates the great leaders from the average ones. How do you make decisions and exercise choices in a world full of options and grey areas with multiple stakeholders around you. In addition, the playlist has nuggets that discuss how one creates a climate for the people around you to exercise good judgment. You can access the playlist [here](#).

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

Listening: When you talk, you are only repeating what you already know. But if you listen, you may learn something new”. This is a quote by Dalai Lama. Several leaders talk about their experiences with listening and how they have grown with it. More specifically, leaders also reflect on the criticality of listening when transitioning into a new context. You can access the playlist [here](#).

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](#).

Authenticity: As we move into a Digital world where leaders are a lot more “out there”, there is a greater premium on authenticity today than possibly a few years ago. Leaders across fields talk about what the word means to them and how it influences their behaviors and choices. You can access the playlist [here](#).

Reinventing Self: “How do I stay relevant” is a question that all of us have to grapple with as we go through our respective journeys. Careers aren’t linear any more. Some of the leaders talk about how they managed to pivot during their journeys and significantly change trajectories. You can access the playlist [here](#).

Settling into a New Context: Figuring out “where to go” is only a part of the challenge for leaders in transition. How you land effectively in a new context is as critical. Hair line cracks often become full blown fractures if not attended to carefully. Leaders talk about some key lessons Individuals could bear in mind as they transition across contexts (Army to Business world, US to India, MNC to Family Business, Consulting to Industry/Investing etc.) You can access the playlist [here](#).

SIGN UP TO OUR COMMUNICATION

Podcast Newsletter: Join 1000s of leaders who benefit from the Podcast newsletter. Not more than 1-2 emails a month including keeping you posted on the new content that comes up at the podcast. High on signal, low on noise. Sign up for the podcast newsletter [here](#).

Nuggets on Whatsapp: We also have a **Podcast Whatsapp distribution group (+91 85914 52129)** where we share 2-3 nuggets a week from the Podcast archives to provoke reflection. If that is of interest, please click [here](#) and send a message stating "INTERESTED". Do also add this number to your Phone Contacts so that we can broadcast our messages to you when we share a nugget.

Jeffrey Pfeffer - Nuggets

- 98.01 Jeffrey Pfeffer - Autonomy vs Power
- 98.02 Jeffrey Pfeffer - Power and Value Neutrality
- 98.03 Jeffrey Pfeffer - Implication of being judgmental
- 98.04 Jeffrey Pfeffer - Projecting Power vs Humility
- 98.05 Jeffrey Pfeffer - Higher Power and Poorer Signals
- 98.06 Jeffrey Pfeffer - Vulnerability and Power
- 98.07 Jeffrey Pfeffer - True to which Self?
- 98.08 Jeffrey Pfeffer - Warmth Vs Competence
- 98.09 Jeffrey Pfeffer - IKEA effect and Escalation of Commitment

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](#).

Disclaimer and clarification of intent behind the transcripts

This written transcript of the conversation is being made available to make it easier for some people to digest the content in the podcast. Several listeners felt that the written format would be helpful. This may not make sense as an independent document. Very often spoken word does not necessarily read well. Several of the guests have published books and the language in their books might be quite different from the way they speak. We request the readers to appreciate that this transcript is being offered as a service to derive greater value from the podcast content. We request you not to apply journalistic standards to this document.

This document is a transcription obtained through a third party/voice recognition software. There is no claim to accuracy on the content provided in this document, and occasional divergence from the audio file are to be expected. As a transcription, this is not a legal document in itself, and should not be considered binding to advice intelligence, but merely a convenience for reference.

The tags that are used to organize the nuggets in the podcast are evolving and work in progress. You might find that there could be a discrepancy between the nuggets as referenced here and in the actual podcast given this is a static document.

All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means, or stored in any retrieval system of any nature without prior written permission.