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Context to the nugget

Rama talks about the various elements that go into the personal brand beyond the pure technical capability that one brings to the table. She describes the notion of "balance tillers" who have an implication on how the bundled proposition is perceived by the customer.

Transcription

Deepak Jayaraman (DJ): In your head what's the delta? From being good at delivering value as a consultant in a certain domain to being a trusted advisor?

Rama Bijapurkar (RB): McKinsey knows that the most important part of the clients anatomy is a year, so I thought about it a lot where I got upset, for example I used to get upset that I was getting hired by people because they had faith in me, they have trust in me but they didn't necessarily have faith in what I was telling them to do by way of project work and I sort of thought that I should be making money from my technical brilliance but why am I making money for being the person that they can talk to? And for me its felt a bit like prostituting myself its again goes back to all the baggage that you build over the years and I thought about this and battled with it long and hard and then I figured that somewhere along the way if you look at the attribute, its consequence and values at the end of the day every brand should have the value, I mean the attribute of Nirma maybe whatever cheaper and harsher the consequences have seen battles by budget but value is mis eye of the masses which is Patanjali and Baba Ramdev as well so the thing that used to upset me is that I know my premium commanding ability comes from saying it like it is. But I shouldn't be commanding price premium ability from that in my head because that is not right but I also find that when I am going to meetings and for a long time now and if I don't say anything them people actually tell me, I am very worried because you have not opened your mouth and did you hated that much are we so completely wrong? And these are very senior people, these are people I respect as a people the people I worked with, the people I listen to and then you find that integral part of your brand is, she calls it like it is, she says it like it is and that's what is leading to premium so I now realized that the technical brilliance that you want to make money on because I made this algorithm when everybody should buy it or I have this new framework I think you have to continue to build on those as well but it is eventually the balance filters we call it. So if competitive advantage only comes from saying it like it is doesn't makes sense, but competitive advantage usually comes from bundling things so you have to be technically superior you have to have be experienced superior, at the end of the day you also have to be liked along the way so my formulae for that is very simple, I don't work with anybody with whom I can't have a cup of coffee at 9 in the morning and say, you know I saw this terrible movie last night I don't know why I was watching it, it was like reading a bad book so I generally flat people and so its bundling that gives you competitive advantage but yes that is something that's not fully resolved for me, because I hate the fact that I am getting paid because I am, because of a

personality trade rather than technical something. So I constantly seek validation where people say which is why I put my views out my technical views are on public domain so much because I think it continue to build the technical side of the brand and I suspect that and I am saying I am going back into the hot land I feel the brand has wondered too long around governance, police man general theorist and that you need to put teeth back into it so somewhere that work is into back of my head.

Reflections from Deepak Jayaraman

DJ: I am reminded of my conversation with Atul Kasbekar (AK) the celebrated photographer who spoke about how he was trying to reinvent himself with the democratization of photography. Here is a clip from that conversation.

AK: "I mean I have more of a friend who is a spiritual guy and he lives in Bangalore and he was saying that this is the excellent space for you because what you may not see but what he sees and it actually turned out to be quite true, he says you know you actually a very habitable platform for people otherwise who would never meet each other to be pulled on to and to co-exist and work in a harmonious way and be able to create."

DJ: Sometimes when we seek external feedback, people look at our brand along dimensions that we may not have thought of. So getting somebody to show you the mirror and unearthing some of these insights could be transformative in figuring out what next. One of the leaders I am working with in Transition is the Managing Director of a large auto ancillary company. He was keen to change to a similar set up. But when I looked at some of his signature strengths and his past, he had been great at moments of crisis and in handling tough situations. We felt he could be great for turnarounds and distressed assets and we are now working with that theme and looking for opportunities across similar sectors without being restricted to auto-ancillary.

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End of nugget transcription

Nugget from Atul Kasbekar that is referenced: [Entrepreneurial pursuits beyond photography](#).

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Rama Bijapurkar - Nuggets

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About Deepak Jayaraman

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

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Podcast Transcript [18.07 Rama Bijapurkar - Becoming a trusted advisor](#)

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