

Podcast Transcript [19.09 Dheeraj Pandey - Leadership Development in a turbo-charged environment](#)

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Context to the nugget

Dheeraj talks about how he thinks about evolving as a leader and talks about the criticality of breathing and staying present even during challenging times. An interesting insight in the context of the overloaded lives that a lot of leaders are living.

Transcription

Deepak Jayaraman (DJ): How do you think about Leadership development in a hyper charged growing company, How do you think about the elements of leadership development both at your level but also in terms of building the next generation of leaders within Nutanix?

Dheeraj Pandey (DP): I think a lot of it is saying that my fundamental toolset is three four five words it can be ten words or twenty words or whatever. So, The fundamental tool set is three or four words and I have tried to make them like four A's, the question is how do you, when you are in the heat of the moment how do you remind yourself all these three four words will you need a reminder you need somebody knock on the door and say look you need to go back to the basic principles of decision making, of leadership of whatever it is so breathing helps a lot just learning to breath, helps you remember those four words and there is nothing without fundamental than breathing in life so all of sudden those four words are back to one option Breath. Even in the room when you have a heated discussion going on, an animated discussion about strategy and arguments and this and that what is the one thing and obviously am not very good at it but I am trying to get better at it everyday 'Breath'. And there is physiological reasons attached to this by the way because the more oxygen goes into your brain the more you are actually thinking better and there's all sorts of sign uses and electrical signals that are through the passage for you will be able to more intelligent, more patient, more authentic in your thinking and so on and so forth at the core of leadership development you would asks me one word its Breathing.

Reflections from Deepak Jayaraman

DJ: I am reminded of an HBR article I read a while back - It's called Overloaded circuits - why smart people underperform written by Edward Halowell. The article is about how under extreme stress, more signals start going into the core of the brain which is responsible for animal instincts and then you start losing all the nuanced leadership capabilities like judgment, decision making, relationship building and so on that your cerebral cortex typically is responsible for. It is interesting to hear Dheeraj talk about pausing to breathe. In my work with busy leaders, I realize that sometimes that they need to slow down to go fast, however counterintuitive and painful it may sound. That pause,

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that breath that you take can help you be thoughtful and can have a disproportionate impact on the long term. I was also reminded of the book Triggers by Marshall Goldsmith which I try and use in the context of the Leadership work I do. Very often leaders know what they need to do but need triggers (internal or external) for them to regroup and focus on the key things that matter. Figuring out what those triggers are and setting them up (almost like an alarm clock in the morning) can help you scale up as a leader over time.

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End of nugget transcription

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Dheeraj Pandey - Nuggets

- 19.00 Dheeraj Pandey - The Full Conversation
- 19.01 Dheeraj Pandey - Early formative years (including retaking JEE)

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- 19.02 Dheeraj Pandey - Building optionality during early career
- 19.03 Dheeraj Pandey - Relationship between Co-founders and Company
- 19.04 Dheeraj Pandey - Evolving as a leader with the company
- 19.05 Dheeraj Pandey - Building an anti-fragile culture
- 19.06 Dheeraj Pandey - Perspectives around career choice
- 19.07 Dheeraj Pandey - Hiring senior leaders into Nutanix
- 19.08 Dheeraj Pandey – Work,life and success
- 19.09 Dheeraj Pandey - Leadership Development in a turbo-charged environment
- 19.10 Dheeraj Pandey - In Summary - Playing to Potential

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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