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Context to the nugget

KV Sridhar talks about his perspectives on settling into an organization and how leaders should think about what to maintain and what to change. He makes the case for imbibing the values of the organization and then interpreting it differently as you slowly build trust with the ecosystem.

Transcription

Deepak Jayaraman (DJ): What's your take on how people could effectively settle into an organization?

KV Sridhar (KV.S): I think it's a stupid way actually you walk into an organization you sack half of them and you tell people that whatever you have been doing till yesterday was all stupid I am going to tell you what to do? So it hurts human sentiments, you destroy the culture you destroy the confidence and then you make more enemies, so you go and give them a chance first and then say that you guys are wonderful, because of you the company has till come here and then gain their confidence and then plant the newer people who can influence the culture, and then the moment you have those instigations made to really re-engineer a cultures if a company then you start taking little more calls upbringing in some more newer people by that time the people whom you have brought in have already become part of the company so it needs to be a transition which needs to be done in very delicate way not in an abrupt way, having said that if you see the biggest corporate turmoil both Infosys and TATA if the founders were to stand firm on values you gain enormous support from people because its human values on which certain values on which the companies have been run, all these years, people respect that and then people respect you for fighting for those values whether you are an insider or you are a founder or you are an outsider, standing there and fighting for values you get a lot of sympathy within the company and outside the company also if you don't, then you have a problem why Ratan Tata still, people respect him fighting anything for their company is because he has put in the values, first in commerce and that's far more important, why so much of pressure the Infosys's current management? When Narayan Murthy comes back saying that these are not the principles on which this company has been built, we need transparency people will believe him it's his company, that's how he has built so people should not forget the values with the companies have been built. If you cannot take those values forward then you will have problems so a lot of people will come in and the want to put in newer values which is very difficult in an established huge brand, what you can do is imbibe those values and then contemporize them a bit and then make a little interpretation of that which is relevant today so against.

Reflections from Deepak Jayaraman

DJ: This piece from Pops reminds of my earlier chat with Ravi Venkatesan (RV) who used to head Cummins in India and then Microsoft in India and now sits on several boards. He talks about the importance of listening from various stakeholders and forming a nuanced view before you start making your moves.

RV: "so from this you begin to piece together first the situation and then out of that emerges a theory of change which is, what interventions are really going to Make a difference and who are going to be an important alliances if you don't listen and you start to imide you are coming with the point of view you starts jumping into action right away you going to make a lot of mistakes because you hadn't built this nuance and reasonably accurate picture of the landscape"

DJ: If this topic is of interest, you might also like some of the nuggets from my conversation with Nandan Nilekani, a man who has reinvented himself several times over in the last several years.

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End of nugget transcription

Nugget from Ravi Venkatesan that is referenced: [Listening intently during Transitions](#).

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KV Sridhar - 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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