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Context to the nugget

Devdutt talks about the distinction between Focus (Rana-bhoomi) and Perspective (Ranga-bhoomi). He talks about how when you adopt focus, you see the world from your perspective while when you have perspective you see it as a whole without boundaries. He links this to the business context and talks about the distinction between the healthy side and the dark side of capitalism where companies often over-emphasizing adding value to shareholders (often at the exclusion of some of the other stakeholders that could be impacted).

Transcription

Deepak Jayaraman (DJ): For people that are brought up with the dosage of focus how do they move to a world where they build perspectives?

Devdutt Pattanaik (DP): Just ask people how do you earn money? I ask very blunt questions, how will you earn money if I throw you in the market? Just ask this one question and take away a wallet take away everything and throw you in the market how will you find your way that reveals so much, take away you cell phone. People don't ask fundamental questions, the basic questions, they are so consumed by their vision this is where some of the American companies are brilliant but then they work within their American context most of the time very few think in Indian context there are many clever guys who take that and adapt it to the Indian context that's a great thing, I always say Uber, Ola is the fantastic thing which has emerged because it created employment for so many people and solved so many problems for us but nobody thought, look at Goa in Goa you cannot have Uber and Ola because of a car mafia which nobody in India can break because there's a car mafia over there but when you are looking at focus and perspective it basically means moving away from only your assumptions to other peoples assumptions, corporations are always talking about the vision of the corporation I don't care damn for the vision of the organization, shareholders vision, why do I care for the shareholders, this is the very horrific module in the global scenario where I am giving you service for which you are going to give me a salary that is first level, second is next level I come and I not only give you a service, my service could be a sophisticated service, thinking for you, you as an organization so for thinking you are paying me money so it's a very clear transaction, I am not here but this whole idea that you exist for the shareholder value is a very dangerous western, it does the dark side of capitalism, it is not healthy capitalism, healthy capitalism is to create value for everyone which people use lift service, people don't understand it and very few people understand the value of giving, value to everybody and I think this is what focus to perspective is it the ability to move from your needs to people's needs so you just got the warehouse of the company and check where the toilets are? Just ask who is the lowest person in your office, I ask them to visualise, and where do they stay? You have a 10000 people working for you, let put them into categories let's suppose lowest category lets us look at the most unprivileged person in that category, let's take one person

and lets visualise their life and which part of you their do you intervene in and suddenly you realise the travel for two hours, when they come to office do they have the place to freshen up they are going to work for 8 hours for you do they have the place to eat? Basic things, how do you train them, how do you enable them to do their job better so you get the best out of them this visualization, which is very different from the life you are leading in your top chambers doing it repeatedly as a habit, eventually enable you to understand what is going on because if tomorrow you are going to fire that person you know what you are firing not because a shareholder wants more profit but it also demands its ruthlessness because sometimes you have to do it but empathy is something, we are too busy thinking critical thinking perspective is to see the shareholders' value and employee value and the customer value not or, not replaced one book with the other add a book to the shelf.

Reflections from Deepak Jayaraman

DJ: One company that I am reminded of when I hear this from Devdutt is Johnson & Johnson and their credo. It was crafted about 75 years way back in 1943. I want to let that sink in for a minute. This was much before anyone had heard the term Corporate Social Responsibility. The Credo is a pithy 1 page document that basically says that their first responsibility is to doctors, nurses and consumers that use their products. The second responsibility is towards employees that work with J&J around the world. The third responsibility is towards the communities that J&J is a part of and to the world community as well. Finally, the fourth responsibility is towards the shareholders. It says that if it did these 4 well, it would make a fair profit over the long run. What's impressive is not just the clarity of this document but the manner in which this pervades various parts of business starting from how they recruit, how they manage performance, how they give feedback, the kind of stories they share in key meetings and more.

To use Devdutt's words, it boils down to whether you see the world as Rana-bhoomi or Ranga-bhoomi.

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End of nugget transcription

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Devdutt Pattanaik - 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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