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Context to the nugget

Devdutt talks about the distinction between sarpa drishti (focus, short-term) and garuda drishti (perspective, long-term). He talks about how there is merit in having a certain rhythm with which one wears each lens. He talks about the churn that happens between the two when you toggle between them rather than looking at them sequentially. He also talks about the merits of having clarity of the role you are in (CEO, Board, Owner –etc.). He mentions that often, a lot of confusion ensues because people aren't clear about the role they have been entrusted with.

Transcription

Deepak Jayaraman (DJ): The other thing you talk about is *Sarpadrushti* and *Garudadrushti* and as sometimes you need to balance the short term priorities and solve for the long term what's your take on how they could walk on that tight rope?

Devdutt Pattanaik (DP): *Garudadrushti* and *Sarpadrushti* is same as focus and perspective, *Sarpadrushti* is focus, *Garudadrushti* is perspective, it is the same thing, it is just said differently in poetic language, what do you need to do now and what do you need to do in a short term and a long-term thinking, what do you need to do in this market versus a bigger market? And I think you have to go cyclically, rhythm is a good word in India, somebody told me rhythm word come from the word *rytt* seasons and it is about seasonality so Monday, Wednesday, Friday you do *Sarpadrushti* Tuesday, Thursday, Saturday you do *Garudadrushti* and each one influences the other and if you keep aware both are necessary and both have to be equally done and both influence each other they have to influence each other it's like a churn the force and the counter force they work sequentially and they influence each other, they are not two discreet buckets and they are not working simultaneously then it's a tug of war, in tug of war no churning takes place I am churning what you have churned now that's the different way of looking at the word it doesn't mean there a book in bookshelf don't throw the book away add a book so for me western thought is a very secrete book but you know how the western mind reads it oh Devdutt is saying against the western so replace the western book with the Indian book, so they are using the western model for the Indian subject, the Indian model for the western subject is keep the western book and add the Indian book, so many people say so why are you against the westerns I am like, you are still in the western mindset replace the book, replace the book.

DJ: the other thing I want to understand is this notion of judgment, business judgment (Dharmasankat), what's your take on leaders building that capability of good judgment?

DP: So leaders never take decision in isolation, they are trapped between shareholders they are trapped between employees, they are trapped between customers and it's a question of who

matters to them in the end, you can take a very good decision that shareholder hates, I know in public sector the bank leaders who have been asked to resign to take a good job, so you take the right decision but your decision isn't in the ecosystem of other people so you have to decide what matters to you, your principles your job sometimes your job can go away and you will not do good tomorrow so sometimes you compromise and therefore sometime leaders are ... many people have faces in many large companies the CEO is just a spoke person for the family if he recognizes his role that really you are not a Kshatriya, you are a Shudra you are a service provider, you are not the face of the company you are sorted because you know that I have to follow the family or get out but you can't because in social status of the CEO you will go away and the fabulous things that you get with it and the access to clubs will go away, matters no? So you have to know what you are actually doing. In that job, in many multinational company you are just a service provider you are not a value creator, although they call you a value creator and you are certainly not the owner and by owner I mean the Kshatriya a land owner, the Vanik is the market person who is creating value and there's the Shudra who is the service provider, thinkers don't belong, you can move anywhere you want doesn't matter, we can all think but it is this, this access you have to understand.

Reflections from Deepak Jayaraman

DJ: The piece that Devdutt speaks about in the context of knowing your role is such an important one. A similar theme came up when I interviewed Rama Bijapurkar (RB) – a Consumer Insights expert and a Board member. She spoke about how some CEOs struggle to adopt the right lens when they take on a board position

RB: "So when you are going to NED board position we find that there is a lot of sympathy for the executive management so we usually find that the board divides up when there are issues and the executives guys who have been executives have that old empathy and sympathy and so they think their job is to sort of make up for the fact that they won't be protected in their tenure and to be the protector and that what, our job is not to disappoint the management here, what is I am saying, if you want an acquisition desperately I still don't have to give it to you and if you are going to get demoralized, I mean grew up let's talk about why this is important? But my loyalty is somewhere else it is not to you I am not here to be cheer leader, nurse, maid, nanny, coach. I think that's the stuff that executive managers tend to get into and then therefore you are the coach and you are the this person and so on as compared to saying that all of us in boards are call to make judgement calls so whatever is your background, you are doing your background to make the judgement call and that's all you should do. And you just make judgment calls for everything that put in front of you and these are since of commissions, since of omissions, Plans whatever it is that's what you have to do"

DJ: Like Devdutt Says, just being clear about the lens you are going to use in a certain context can be immensely clarifying.

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End of nugget transcription

Nugget from Rama Bijapurkar that is referenced: [Transitioning from Executive to NED](#).

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Devdutt Pattanaik - Nuggets

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- 25.02 Devdutt Pattanaik - Transitioning from Healthcare to Mythology
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- 25.06 Devdutt Pattanaik - Focus vs Perspective
- 25.07 Devdutt Pattanaik - Building Habits vs Enhancing Awareness

- 25.08 Devdutt Pattanaik - Understanding fear to decipher beliefs
- 25.09 Devdutt Pattanaik - Building perspective and judgment
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- 25.11 Devdutt Pattanaik - 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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