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## Context to the nugget

Amit currently operates on a 50% model where he spends 2.5 days at Bain Capital and 2.5 days on Social Impact, Boards and other matters. He talks about how he and his wife gradually started spending more and more time on the Social sector and how he structured this arrangement when the last fund was being raised.

## Transcription

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**Deepak Jayaraman (DJ):** You spoke about spending about two and a half day at Bain capitals and the remaining two and a half on social impact couple of questions, talk to us about how that transition happened when you move from a 100% to 50% if I may use the term loosely and second is how do you think about the non-Bain capital time and how do you think about an impact? And how is that changed?

**Amit Chandra (AC):** The transition has somewhat happened gradually over a 15 year period or so we have been gradually enhancing by we I mean Archana and I have been gradually enhancing our exposure to the social sector, she of course made the transition first, she moved many years ago to the social sector full time first to Akanksha then to Jayvakil which she runs I started spending time on boards of not for profit, my first board was actually a not for profit Akanksha and then I joined the board of Give India we started actually writing cheques into the social sector very much from the day of our marriage and we always had a target of what percentage of our income we will donate every year, gradually we kept increasing it first it was single digit then it became 10% and then we kept increasing it every year and then at some point of time in our life we decided that we wanted to pretty much most of our income every year to the social sector to causes we were really passionate about and at that stage when we got there we realize that if we wanted to do that thoughtfully then I needed to spend more time as well I also looked around at some of the people who I really respected and I realize that they were able to make a lot of impact with their time people like Nachiket Mor, Venkat Krishnan, Ashish Dhawan, Pramath Sinha, so I decide that it made sense for me to do that, that's why I started spending a lot of my time alongside Bain capital initially, and on weekends and etc. and then it begun to cut into my personal time and I didn't liked that so when we actually raised our last fund, I actually went to the firm and said look I would like to spending more time and the firm was kind enough to say that they were ok with me to moving to a part time role because the leadership in India was ok to take on day to day responsibility to the India office so actually we officially put in our fund documents that I would spend half of my time with the firm so on our last fund that's what we did that's when I actually said, rather than work out of the office I will actually physically create space here and start building a team here as well to handle some of the projects because our operations are now pretty large in scale so now I actually operate, when I am doing Bain capital work I operate out of there and when I do my non Bain capital work and I am

not travelling I operate out of here, our team actually sits out of here and they have a lot of our meetings actually out of here.

## Reflections from Deepak Jayaraman

DJ: Once again, while the external transition seems abrupt, the journey often is a longer one. It is interesting to hear Amit talk about a 15 year journey that he and his wife have had over time and how their contribution towards philanthropy has increased over time.

The other point I should mention here is that when confronted with the objective of spending more time on purposeful matters, people often take a drastic approach to the problem, which is to say, let me quit this place and find something more purposeful to do.

But the some leaders like Amit often are able to structure an arrangement where they avoid a drastic shift to a new world and keep it gradual. The key is for leaders to see if there is a solution space that involves a gradual move rather than a clean cut. The other reason I mention it is that in these situations, when people move too abruptly to a new canvas sometimes find it tiring and fatiguing and the notion of spending time purposefully is romantic from the outside, the reality is quite different from the inside. So, dipping your toes gradually and getting comfortable without letting go of your current trajectory is often a pragmatic way of slowly immersing yourself in the Social Impact world.

Thank you for listening. If you are new to the podcast and want to get a sense of the nature of content that is covered, you might want to go to YouTube and type "PlaytoPotential Highlights from 2017". I have tried to capture the key takeaways from my various conversations last year with leaders across disciplines. From people such as Zia Mody, Nandan Nilekani, Viswanathan Anand, Vijay Amritraj, Amish Tripathi, Vinita Bali and the like. For more, please visit [playtopotential.com](http://playtopotential.com) where the content is organized by nuggets and they are tagged by themes so that you could get perspectives from multiple individuals on a topic that you care about. If you want to listen offline say during a car ride home or during airplane travel, you could also access the Podcast on iTunes, Stitcher, Saavn and several other podcast apps but that may not give you the flexibility to navigate across speakers by theme. If you find the content purposeful, please go to iTunes, rate the show and share a review. It will help others discover it.

## End of nugget transcription

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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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