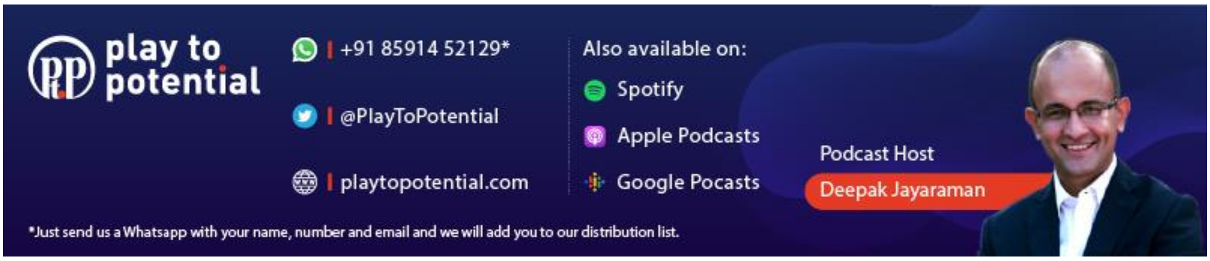

Context to the nugget

Roopa talks about how she developed a sense of judgment in the new context when she moved to Omidyar Network. She talks about the fact that she now has to exercise judgment on entrepreneurs who in turn will exercise judgment on several topics that are relevant to them. She discusses how she went about acquiring that nuanced sense of judgment by understanding the world of the start-up entrepreneur and the world of technology.

Transcription

****

Deepak Jayaraman (DJ): Another piece in the context of the transition Roopa is the notion of judgment you have moved from a rating context to an investing context, investing in a social impact kind of context talk to us a little bit about the notion of judgment how is it different and how do you come up to speed in the kind of judgment that's required in the new context?

Roopa Kudva (RK): The social impact part of it is relatively easier because that's our first screen so our first screen is, is this organization inherently a fit with one of our predefined areas of social impact so I feel that there is less of a judgment we exercised on that front I think there's is a difference in judgement as a business leader when you are taking business decisions that you are taking for a business that you are running yourself compared with judgement as an investor I think you are one step removed because you are making a judgment about an entrepreneur who in turn has to make judgments about businesses in areas where there is not much more data which are at the front here of innovation so it makes it harder in a sense. I feel though that early stage investing is about thinking of the possibilities and figuring out the possibilities and applying judgment to what are the types of business and will this business model and will this entrepreneur succeed? I think that's the judgment we are making in the rating decisions the judgement is about the risk, what could go wrong in the sense and in running a company the judgment involves are a different set of judgments altogether, it's about competitive strategy, it's about positioning, it's about new products and things like that so I think the judgements are in three different context in that sense, in investing I feel that initially understanding the world of start-up entrepreneur was important for me to kind of learn how to think as an investor I think that was the most important part in term of commercial understanding of businesses and how the economics of business work I think that was less challenging really, it was more about how the world of technology is evolving and what are these new age entrepreneurs like, I think developing that understanding I think was the learning curve.

DJ: You talked about going beyond data to having that gut or having that instinct or wisdom, how do you build that over time? What's been your approach to strengthening that muscle?

RK: I think I feel that it happened to because of diversity of exposure I think just the fact that you are exposed to a number of different business situations, business environments, different sectors is that richness of that exposure and the diversity of that exposure is very important to developing judgment, I think and I was just fortunate I had it by the nature of the work that we did at Crisil and the fact that over time Crisil become a business which diversified beyond ratings into other areas and into geographies and countries beyond India.

Reflections from Deepak Jayaraman

DJ: I find that when leaders transition contexts to a new industry, they spend a lot of time understanding the new industry dynamics and the commercial context but often do not do enough to build a pulse of the context to make better decisions. It is worth asking the question, what I need to understand to start making better decisions here. And then gradually immerse yourself in those situations. Here Roopa talks about understanding the world of entrepreneurs and technology as the two big levers in the context of Omidyar. It is worth figuring out what are the equivalent 2 or 3 things that matter in your context that you should immerse yourself in so that you can make better decisions.

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. 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. Google has recently launched an app for podcast listening on Android platforms too. If you went to playtopotential.com, you would also have the opportunity to listen to multiple voices curated by a topic. Play lists topics include – Reinventing Self (which is about how people changed trajectories significantly), early formative years where leaders talk about how their childhood has influenced them profoundly, Insight on career paths (various professionals talk about the ups and downs of their career and how individuals should think about embarking on that path)

If you find the content purposeful, please go to iTunes, rate the show and share a review. It will help others discover it. Thank you for listening.

End of nugget transcription

****

RELATED PLAYLISTS YOU MIGHT LIKE

Judgment: Judgment is a key trait that differentiates the great leaders from the average ones. How do you make decisions and exercise choices in a world full of options and grey areas with multiple stakeholders around you. In addition, the playlist has nuggets that discuss how one creates a climate for the people around you to exercise good judgment. You can access the playlist here.

Settling into a new context: Figuring out "where to go" is only a part of the challenge for leaders in transition. How you land effectively in a new context is as critical. Hair line cracks often become full blown fractures if not attended to carefully. Leaders talk about some key lessons Individuals could bear in mind as they transition across contexts (Army to Business world, US to India, MNC to Family Business, and Consulting to Industry/Investing etc.) You can access the playlist here.

Leadership Transitions: Perspectives around moving from one role from another especially while moving from Functional Leadership to General Management; Leaders also talk about how they thought about inter-generational transition as business owners. You can access the playlist here.

SIGN UP TO OUR COMMUNICATION

Podcast Newsletter: Join 1000s of leaders who benefit from the Podcast newsletter. Not more than 1-2 emails a month including keeping you posted on the new content that comes up at the podcast. High on signal, low on noise. Sign up for the podcast newsletter here.

Nuggets on Whatsapp: We also have a **Podcast Whatsapp distribution group (+91 85914 52129)** where we share 2-3 nuggets a week from the Podcast archives to provoke reflection. If that is of interest, please click here and send a message stating "INTERESTED". Do also add this number to your Phone Contacts so that we can broadcast our messages to you when we share a nugget.

****

Roopa Kudva - Nuggets

- 29.00 Roopa Kudva - The Full Conversation
- 29.01 Roopa Kudva - Omidyar Network and innovating for next Half Billion
- 29.02 Roopa Kudva - Early formative years
- 29.03 Roopa Kudva - Growing through the ranks at CRISIL
- 29.04 Roopa Kudva - Transitioning to a General Management role
- 29.05 Roopa Kudva - Choosing career direction post CRISIL
- 29.06 Roopa Kudva - Flexing leadership style at Omidyar Network
- 29.07 Roopa Kudva - Developing a sense of judgment
- 29.08 Roopa Kudva - Women Leadership - The barrier that doesn't get spoken about as much
- 29.09 Roopa Kudva - Perspectives on Success
- 29.10 Roopa Kudva - What they don't teach you at IIMA but should
- 29.11 Roopa Kudva - 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.

Disclaimer and clarification of intent behind the transcripts

This written transcript of the conversation is being made available to make it easier for some people to digest the content in the podcast. Several listeners felt that the written format would be helpful. This may not make sense as an independent document. Very often spoken word does not necessarily read well. Several of the guests have published books and the language in their books might be quite different from the way they speak. We request the readers to appreciate that this transcript is being offered as a service to derive greater value from the podcast content. We request you not to apply journalistic standards to this document.

This document is a transcription obtained through a third party/voice recognition software. There is no claim to accuracy on the content provided in this document, and occasional divergence from the audio file are to be expected. As a transcription, this is not a legal document in itself, and should not be considered binding to advice intelligence, but merely a convenience for reference.

The tags that are used to organize the nuggets in the podcast are evolving and work in progress. You might find that there could be a discrepancy between the nuggets as referenced here and in the actual podcast given this is a static document.