



The banner features the 'play to potential' logo on the left. To its right are contact details: a WhatsApp icon with the number '+91 85914 52129*', a Twitter icon with '@PlayToPotential', and a globe icon with 'playtopotential.com'. Further right, under the heading 'Also available on:', are icons for Spotify, Apple Podcasts, and Google Podcasts. On the right side of the banner is a portrait of a man in a suit and glasses, identified as 'Podcast Host Deepak Jayaraman'. At the bottom left, a small note reads: '*Just send us a Whatsapp with your name, number and email and we will add you to our distribution list.'

Context to the nugget

Dasra was co-founded by Neera Nundy and Deval Sanghavi in 1999. They discuss how they have evolved their roles as the organization has grown over time. She talks about how they have gravitated to playing roles that are in line with their sources of energy and strength.

Transcription

Deepak Jayaraman (DJ): Just picking up on the fact that you run it with Deval your spouse, I am also curious about two leaders who are married who run a company for people who are in a similar sort of a boat, any lessons you have learnt over the last 18+ years of things to watch out for as people embark on a journey

Neera Nundy (NN): I think there are good days and there are bad days to be honest and today's it's a good day so I feel like it, I think it's a real privilege and opportunity to be able to share something and do it together but I think with that comes the complexity of just work being everywhere all the time I think what held us together is ultimately the impact that we are trying to have and I think in appreciation and respect for what my skills and strengths might be and what Deval's skills and strengths are and if you folks who might know us or not know us will quite differ in how we work and how we think and so I think it's the recognition of these differences coming together ultimately can have more of an impact and it's about compromise whether in a workplace or in your personal life, it has a lot to do with compromise but I think if you ultimately keep the impact at the forefront, are we really making a difference is this where Dasra should be going? And this the impact that we want to have? I think we almost always align on that, I think we always align on the what, it's the how that often gets some of the conflicts and so I think separating some of those like you do this I will do this kind of things.

DJ: And how have you thought about role separation over the years? With the wisdom of hindsight would you have done anything differently? In terms of how you have carved out your respective roles as Dasra grew?

NN: I think, I wish we were more deliberate about it and as entrepreneurs and founders you just kind of like always on the go you are never kind of thinking, oh I wonder your role should be and my role should be its like well today it's like fire fighting so do what you want to do. If I reflect back and even going forward I am much more of like, I try to be a structured person I manage the teams more and the workflow more, and Deval is a Rock star at sales for like selling a real believer like what we are doing and can we very inspiring and motivating and he feels happy, he could convince like a dead beat brick, Dasra is something to do, whereas for me if I have the slightest signal that the person I am speaking to is actually not interested I don't even want to see to them, so I think we have

separated it to the extent that he really pushes kind of the external piece and working with philanthropist and taking them actually on that journey with his team and am much more in the side of research and the due diligence in working with organizations and now taking more of the sector, so I am much more thinking about how do we move whether than non-profits so you can work with non-profits but ultimately a portfolio approach and thinking about what do adulation girl need her urban sanitation and, we are also in democracy and governance's sector is where I have ended up placing myself I guess.

DJ: More of a systemic response to a problem rather than episodic by working with the few organizations.

NN: Yes but I think we both had, I mean I every so often I will have my outburst of like, why do you get all the glory and nobody even knows who I am? And blah blah and then he will be like oh I am not stopping you, and I am like that's a good point.

Reflections from Deepak Jayaraman

DJ: As an organization evolves. This is often an elephant in the room that often doesn't get talked about as much as it should. 2 or 3 co-founders get going on a start-up, they take on some initial roles based on their initial assumptions around what they are good at some high level assumptions around what gives them energy. Once the organization grows to reasonable scale and complexity, it is an important conversation to have between founders.

It is also an opportunity for the Founders to get an external professional to do a thorough assessment of the individuals and facilitate a conversation of what makes sense for the organization. It ensures that the discussion is not just based on individual opinions and biases.

Thank you for listening. 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.

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

Communication: Communication and story-telling is at the essence of building culture in an organization. Lessons from an ad-guru, mythologist, armed forces officer, motivational speaker and more about how one could think about narrating compelling stories. You can access the playlist [here](#).

Building trust: Becoming a Trusted Advisor is often the Holy Grail for a lot of Business Advisors. This issue is as relevant for businesses as they think about how their consumers interact with their brand. Leaders talk about what it takes to build trust with an individual. 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.

Neera Nundy - Nuggets

- 31.00 Neera Nundy - The Full Conversation
- 31.01 Neera Nundy - Early formative years
- 31.02 Neera Nundy - Changing orbit - HBS, Wall-Street and Dasra
- 31.03 Neera Nundy - Thinking about levers of Impact
- 31.04 Neera Nundy - Role clarity with co-founders
- 31.05 Neera Nundy - Evolving the goal-post at Dasra
- 31.06 Neera Nundy - Transitioning roles within Dasra
- 31.07 Neera Nundy - Leadership Development in Social Impact space
- 31.08 Neera Nundy - Transitioning to the Social Impact world
- 31.09 Neera Nundy - Distinctive leaders in the Social Impact space
- 31.10 Neera Nundy - 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.

All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means, or stored in any retrieval system of any nature without prior written permission.