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Context to the nugget

Mr OP Bhatt talks about the role of a Chairperson in ensuring that good decisions are made. He talks about the situations where sometimes not making a decision and seeking more information is better than suboptimal decisions. He also discusses how he would handle divergent opinions on the Board by facilitating a more nuanced conversation that embellishes the issue and the nuances come out.

Transcription

Deepak Jayaraman (DJ): I am talking about decision making I am curious about the notion of making decisions typically most things that come to the board are not yes verses no decisions they are reasonably complex problem where the board has to take a call? So, as a chairman how do you see the role of the chairman ensuring that you take make a robust decision?

OP Bhatt (OP.B): So again, my sense is most of the things that come to the board is easy to take decision around there it's of the nuance which can get difficult or may be there could be always an item or two which there is small because many items are routine. In many things where the executives bring to the board say to make huge investment somewhere. They have actually anguished over it for weeks, for months and days they got everything right in terms of argument, in terms of presentation, in terms of their math's etc. what happen they bring it to the board is the board members may not understand it fully may have a lot of fill I the blanks in their minds, may have a lot of curiosity around it and for some people on the board they may have a point that will depending on their own experience and their background. What they know, it could be through prior roles, it could be through newspaper, friends, gossip whatever it is but if they fell that there is disconnect between what have been presented to the board and what they know from multiple sources then they will ruin it up. Now usually it is the executive who is able to explain this thing fill in the information gap or data gap or whatever it is. For some time, these things will go back because you know enough.

DJ: You are not ready to make a decision now.

OP.B: No, the executive may not have enough information or you don't want to make a decision pending this information, this clarification this study sometime hard to ... but it is rarely you know that the executive wants this decision to be taken the board doesn't want to be taken or within the boards that there is a sharp divide. It is usually lack of information, lack of understanding. It's never should do it, nobody should not do it, it's very rare. Whenever these things are there the two people will feel differently which they do which happens quite often I would say. This is where the chairman role comes in you know so those people are thinking differently. He has to have a sense of where he is coming from and where he is coming from and he has to ask the right question to encourage the

conversation either between the two of them or through the 3rd, 4th, 5th parties so that this issue which is troubling them gets more nuanced, gets more embellished. You have more information more light shed around it and then it is possible that either of them realizes that they were talking about the same thing but they were looking at it from different angles or one says Ya I think you are right. So, this is where the chairman role comes but board is not a battle ground it never happens there are this entire thing. Sometime there is a fraud if there are a malpractice all those rare occurrences that are possible. But business is usual even it is big business, big issues, big questions, and big decisions. It's not like that in the board there might be a lot of discussion, heated discussion.

Reflections from Deepak Jayaraman

DJ: The biggest takeaway for me here was that sometimes no decision is a good decision. We may not have all the right information to make a decision sometimes and if we don't have clarity on a few variables that could significantly alter outcomes, we are better off waiting for that information and making a better informed decision than rush into something with inadequate data.

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End of nugget transcription

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OP Bhatt - 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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