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## Context to the nugget

Rajat speaks about how he evaluated opportunities outside of McKinsey through his journey. He also speaks about how he took stock of various options in front of him when he finished his third term as the Managing Partner at McKinsey.

## Transcription

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Deepak Jayaraman (DJ): One of the things you said Rajat McKinsey being place where a lot of CEOs get groomed in terms of your choices one of the things I was told when I was going through my journey at McKinsey is every two years you need to choose to continue in the firm, I am sure in your journey there must be multiple opportunities to pursue a business leadership role outside a McKinsey, how have you thought about some of those choices if and when they came along your way?

Rajat Gupta (RG): Well, the fact is that I didn't have any per se and I will tell you the reason. In my early years of course as everybody goes through the first six years typical time to partnership five leave, so it basically one in six so you prepare in your mind, you don't know whether you will be the one in six or whether you will be amongst five and six and you say ok I will make a, or maybe I will be here for another year or two or whatever and then either the firm will ask me to leave or something will happen because basically it's an upper out meritocratic process and they are very smart people you don't know whether you will make the cut and so the first early years were like that but then after I gained confidence and I was head of Scandinavia etc. I was quickly got involved in the leadership of the firm and I was elected to the board and I was very young like I was 37 years old where everybody else on the board was maybe 10 years older than me so I got involved in the leadership of the firm, I never got an offer from my client that I was serving, I got, I said something is wrong I once asked one or two of my clients, I mean everybody gets an offer why don't you give me an offer? And he said well you are so obviously committed to McKinsey and you are so good with what you do, we would never thought we had a chance of getting you and then I got very involved in the leadership of the firm and I got elected as a managing director when I was 45 so the opportunity did not rise, opportunity arose when I finished my term as managing director, I was 54 when I finished my three terms and I could have done a bunch of things but I by that time was very committed to doing things on the as I said beyond the business and social issues, philanthropic activities, trying to make a contribution in global health and education and so on and honestly I felt that the firm gave me a platform that was far better than any other that I could have the firm gave me a lot of freedom after I finished my term to do whatever I pursued as long as I was making my contribution to client service which I said yes I would and in my five years or so that I stayed in the firm before I retired and between 54 and 59 you know I was probably again I would say immodestly probably one of the most effective client introducers to the firm and developers, so I did that at part

time basically because I was devoting a lot of time on, I was chairman of the Global fund AIDS, Malaria and TB, I was chairman of PHFI and ISB and I was a chairman of the Gates foundation advisory board there were a lot of different roles that are very little to do with McKinsey that I was playing but because I was an effective client guy they, I mean it was a very generous with the firm and you know you do whatever you do think is right. And those things helped the firm also; it established a great reputation outside.

## Reflections from Deepak Jayaraman

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## 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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