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Context to the nugget

Rajat speaks about some of the choices he is proud to have made in his journey. He also reflects on choices that he wonders if he could have made differently, especially while transitioning into the next phase of his life after McKinsey.

Transcription

Deepak Jayaraman (DJ): In your journey Rajat as you take stock what are the choices you proud of and what are the choices that you wish you would have made differently?

Rajat Gupta (RG): I would say the choices that I am proud of is actually seeing my role as a business leader in a broader sense and broaden the aperture of that contribution saying that business works with the permission of the society it's an obligation we have to help solve some of the most important problems in society and making an interpretation of that role as a business leader saying this is also the responsibility of business leader to become the chairman of the global firm for AIDS, MALARIA and TB taken example, I am not a public health specialist I don't know many of the issues that are involved in it but I have a certain set of skills which are very important in solving those problems and I bring that expertise combine with other technical expertise that were need to solve a problem so you expand and broaden the role and when you are off from kind of a consuming full time job like being head of McKinsey then you can do a lot broader things and make a contribution so I am proud of that choice. Now I probably took it to an extreme and did too many things by enlarge and the impact if I look at long term impact of let's say leading McKinsey for 9 years versus creating public health foundation of India or being a founding board member and chairman of the Global fund to creating PHFI and ISB I don't know which I would put in terms of lasting impact, I mean others can, but I am very proud of creating ISB for example it just crossed 10000 alumni in a short period of time and those are future business leaders in this country and globally.

DJ: Choices that you wish you would make differently?

RG: Those first have to do with sort of learning to say no in certain situations. The other choices is of course being much more careful on who you associate with I had generally trusted everybody and clearly in this last episode I should have known better and trusted some people that I did I would also say that the very idea of one choice I debate I don't know whether its right or wrong, I mean and I won't say what they are but I had opportunities that were in the area of making broader social impact but they would have to be singular, I mean there were full time jobs and they were very meaningful jobs and I decided not to take them because I thought the portfolio approach of you know having a little bit in business, for example I had founded a private equity firm, I only spent part of my time there and then I was doing these other things that I have talked about that are portfolio

approach would be more sensible for me at that stage which I was in around 60 but I am not sure, I mean it could have been that I should have much like as I did in McKinsey and had a singular job although I did few other things I could have taken the same approach and taken an position that was actually you know with the possibility of huge impact primarily in the social field and still being able to do a few things but I didn't do that.

Reflections from Deepak Jayaraman

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End of nugget transcription

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Rajat Gupta- 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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