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## Context to the nugget

Paddy speaks about how he and Gary Kirsten spent the first few months building trust with the players of the Indian cricket team when they were appointed. Given that they were coming from a different culture and with limited prior experience in a similar high-stakes context, it was critical for them to land well.

## Transcription

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**Deepak Jayaraman (DJ):** How you built trust with the team in the first 3, 6, 9 months what are some of the things you did to ensure that the team trusted you?

Paddy Upton (PU): The first was to understand the fact that one we were foreigner so we didn't understand the players we didn't understand the Indian or Indian culture we also knew that the player had been unhappy from a previous from under the previous coaching setup. The first thing we did was to understand the environment as much as possible. Gary meets with each of the players individually to ask them what they wanted from Gary from a coach from the environment. I think one of the main things we did was came in and did a lot of enquiring and that was part of our strategy is let's ask let's seek to understand before we bring our thinking pose our thinking or think we know how we can take these individuals as a team sport. I guess that was one of the main things was inquiring to understand and the other thing was our intention we made it explicit just between the two of us that we wanted to we didn't wanted to present anything the players would be able to resist, so our thing was nothing to resist we don't want the players to be come up against us and one of the way to do that was to be very explicit was that everything we did was to serve the players to their agendas, their learning, their development needs and whatever there is they wanted to accomplish out of being an international cricketer playing for their country and if we were serving the players the whole time and very aware of the very attractive and very pervasive trap that coaches or leaders that fall into is serving their own agenda or coming from the position of ego where they want to look good, want to make an impression, want to succeed or whatever it is that they are looking to get by themselves we were very mindful of the fact that we do have egos, we have agendas, we have things that we wants to accomplish, we want to be successful we want people to think that we are doing a good job. But all of that is coming from ego and serving ourselves and our needs our agenda so it was something that we really kept each other in check with very closely very intentionally and literally on a daily bases just to make sure everything that we said everything we did all the planning we did the interaction we had was about serving the players' learning, growth and development needs and moving our own agenda as coaches aside and I think if I would to pin point one thing that probably helped us get that traction and it certainly didn't happened immediately it took a long time for players to I think to get a sense that these guys are actually here to help us to serve us they are not here to serve their own needs so when we ask

players what they want they would actually tell us what they wanted because they know that we were asking them for very good reasons. So that was probably the key thing was keeping our egos and checking making sure we serve the players ahead of ourselves.

## Reflections from Deepak Jayaraman

DJ: If there is one thing that has come up in my various conversations at the podcast in the context of leaders settling in effectively, I would say they are Listen, Listen and Listen. Do look up the playlist “Settling into a new context” in the Curated Playlists Section of the Podcast. You could do this [playtopotential.com](http://playtopotential.com).

I was talking to Prof Michael Watkins (MW) who teaches at IMD at Lausanne in Switzerland and is a leading thinker in accelerating integration into a new context and he speaks about the need for listening and creating feedback loops

*MW: “so I’m a huge believer in providing structured feedback after pick a number 90 to 120 days certainly no longer then that because that provides some discipline in the sense of giving some serious structured guidance to the new leader upon which they can act before things have gone to a... There are very serious things that are going on and so you know you can the leader xx do that they absolutely should be for sure”*

DJ: If you have an external coach doing this, it is great but otherwise, you have to take ownership of feeling the temperature in the room in the first couple of months as you settle in. I see too many people focusing on quick wins, trying to prove how great they are and focusing on winning in the market and completely missing the plot on winning the team.

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## End of nugget transcription

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Nugget from Michael Watkins that is referenced: [How much sleep do we REALLY need?](#)

## RELATED PLAYLISTS YOU MIGHT LIKE

**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](#).

**Culture:** Culture eats Strategy for breakfast but how does one build it. Leaders across domains (Academics, Armed Forces, Silicon Valley, Bollywood, Venture Investing) talk about the notion of culture and how they go about building it in their organizations. You can access the playlist [here](#).

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## Paddy Upton - Nuggets

- 48.00 Paddy Upton - The Full Conversation
- 48.01 Paddy Upton - Physical trainer to Leadership Coach
- 48.02 Paddy Upton - Going on an inner journey
- 48.03 Paddy Upton - Building trust with the Indian Cricket team
- 48.04 Paddy Upton - Setting goal-posts with the Indian Cricket team
- 48.05 Paddy Upton - Sachin Tendulkar and personal mastery
- 48.06 Paddy Upton - Gautam Gambhir and the straight drive
- 48.07 Paddy Upton - Dealing with failure
- 48.08 Paddy Upton - Zooming in and out
- 48.09 Paddy Upton - Link between mentally tough and psychopaths

## 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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Podcast Transcript [48.03 Paddy Upton - Building trust with the Indian Cricket team](#)

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