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Context to the nugget

Paddy speaks about the 4 goals that Gary Kirsten and he set out along with the Indian cricket team when they started working in 2007. 1) Becoming the No.1 test team in the world 2) Winning the 2011 ICC World Cup 3) Creating a happy team environment and 4) Helping players become better people. He speaks about the process they followed to get to the answer.

Transcription

Deepak Jayaraman (DJ): You and Gary also talk about setting out four goals for the Indian Cricket team when you took on and the responsibility. It was interesting to see that two of them were outcome related and two processes related. The four which I read in the book were 1. Becoming the No. 1 test team in the world 2. Winning the 2011 ICC World Cup 3. Creating a happy team environment and 4. Helping players become better people and its interesting 1 and 2 you know it's easy to understand their outcomes everyone is striving to be at the best team and win the big competition but give us a sense of how you ended up with 3 and 4 as well?

Paddy Upton (PU): It's interesting that you point out that there were 2 outcome and 2 process goals we certainly didn't set them out deliberately in that way I guess in order to achieve those very clear metrics of becoming the No .1 team in winning the world cup there were certain things that needed to happen to set assault that were the best possible chance of that transpiring and I guess if I think the two goals one was of the goal three happy team was sort of team or environment or culture related so that related to the collective and the fourth goal individuals being better people is very individually focused and I think that just come from the real believe that that were the buy into for example you know what I think Peter Drucker that tribute to saying that "Culture each strategy for breakfast". In this modern day of science and technology everyone has access certainly the sporting environment to the same data, the same video analyses, the same technologies, the same training information, the same dietary information. So there is no real competitive advantage to be gained to the sports sciences I don't think as there was maybe 15 years when one team was using video analysis and one wasn't, one team had a fitness trainer and another team didn't or one... team had made use of a good... preventing injuries and other teams had only physiotherapist to retreating injuries. So 15 years ago one could gain a competitive advantage through the sports science. Today through the internet everyone has access to that and that almost should be a given. The advantage given us certainly believed is now is in systems that get the best out of individuals and one gets set to creating an environment or a culture within the team that really gets the best out of people that allows them to be themselves, allows them to fully express their talents and removes any of the naturally occurring obstacles to expression, to creativity, to innovation, to performance that happen in almost all professional environments and if I would just take a quick step back and give some context to that answer is in the time that I between when I qualified as a business coach in about

2003 and Gary pull me into the work with Indian team in 2007 I spent that four and a half years or so largely working with individual athletes as a mental coach and it was fascinating when I went into that path I thought I would be helping these athletes take the game to the next level because everyone says that the mental game is so important and if you can do mentally fitter, stronger you are the better you want to perform. But I always ended up being disappointed in that journey because I would say if I would just have to do thumbs up guess that possibly 80% of the conversation I had with athletes went about weren't about their performance to the next level it was actually about having a conversation to try and get them back to feeling ok or to their not being problems or obstacles to them performing just at their current best never mind moving to the next level and if I would have to take those 80% of conversation there were two main areas of conversation one was off field or non-sport related distractions where are a significant obstacle to professional athlete performance things like financial problems, problems with their partners wife, girlfriends, illness in the family, fights with friends. Things had happened away from the sporting environment and there is no real place in this day and age in the sporting environment to actually process that or have those conversation so those often would just get stuck in players heads and particular players who are on tour for long play at the time they are having argument of fight with their wife of their partner very... them that actually bring that conversation into the team environment so they just carry that burden for the duration of the tour and the other obstacle are all feel distraction is environmental or factors within the team culture that is holding them back from performing at their potential and those the common things at players that bring out would be things like I think we training too hard or long enough too tired or I think the training we doing is not really helping my game if I was able to do thing differently I'll improve faster thinks are can done like the way the coach is speaking to me we will be asked to play a role that is actually not playing to my strengths if I was given another role I think I'd to deliver a lot better for the team often it was cliques or fractures in the team where players would be marginalized or side-lined the victimized in some way with in the team environment and again these are all obstacles to performance in that would be inhabiting players full expression of their talent and experience in the environment. So that inform to a large degree the strategy that we came up and the girl we had with the Indian Cricket team we knew we had to create a team environment with nothing happen that would make a player unhappy would be asking them to do things that they didn't want to do or wont good at doing or that worked against them. No 1. Remove the obstacles which would then just allow then the natural talent the natural personality the natural flair to come out so at least we could be getting the best out of individuals and again research suggest that in most environment or sports teams environment both in sport and business there are number of self or internally imposed obstacles to success. So the happy team environment spoke to we wanted to create an environment where they aren't internal obstacles blocking players expression personally and their expression on the sports field and the practice ground and the other point players being better people that even a longer answer but essentially the more grounded the more secure and individual is within how they are as a person in other words they hire their selves as team is independent of results whether they do well or they do badly whether they are dropped or selected if they have got very high level of selfish team that remove some very natural mental obstacles to success as well and again the two biggest obstacles to success are around the mental game in all professional sports I would say is No. 1 pressure and No. 2 Fear of failure both of those are directly attached to results. Pressure being coming from the amount of importance we place in result more important the results we feel result is the more pressure we feel and fear of failure again more the fear of failure is the more likely someone is to is to tighten up to choke and to actually then fail so both pressure and fear of failure is directly related to results where the individuals is relating this self-worth or the self-vale are need to do well or really need not to fail and normally that is at a deep physiological level it's because of how it makes them feel as a person. But if you can have somebody completely secure with who they are as a person then it's not that important to win and if not that important or that damaging if they lose to drop a catch ok I

understand its ok it part of the game. So that individual and they are you know individual who you find that the more secure they are within themselves the less mental pressures or mental obstacles or mental problems they have in the sporting environment and the less secure someone is the more they have psychological or mentally related errors that they make on the sport field because they desperate to win or that really don't wanted to make a mistake could do badly which actually forces that error.

Reflections from Deepak Jayaraman

DJ: I was recently reading the book "Atomic Habits" by the author James Clear. In the book, he uses the phrase "we don't rise to the level of your goals; you fall to the level of your systems". I am excited to share that I will be interviewing him in a few days on the Play to Potential Podcast. Do tune in if you are keen to know more about building the habits you want and breaking the habits that are counterproductive.

In the coaching work I do, the discussions are often around whom the leader is becoming and not just what the leader is doing which is often visible from the outside.

Too many people focus on outcomes without adequate emphasis on the underlying which ensures that results. Paddy speaks about the importance of self-esteem. You might do all the training and the preparation ahead of an event but if your head is not in the right space, you may not be able to perform at the level you want.

Thank you for listening. For more podcast content, please visit playtopotential.com. The website also has content organized by specific themes in the Curated Playlists section. And to know more about the Leadership and Transition Advisory work I do, please visit the about section at playtopotential.com.

End of nugget transcription

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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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