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Context to the nugget

Paddy speaks about how Gautam Gambhir was once trying to perfect his straight drive. He noticed that his shots were often going square of the wicket and he wanted to correct that. Expert inputs from accomplished players who understood the technique well didn't quite help him sort out the issue. Paddy speaks about how he guided Gautam to listen to his own body and tune into his uniqueness to find the answer.

Transcription

Deepak Jayaraman (DJ): I really loved on of the examples you gave in the book you talk about Gautam Gambhir and you speak about him hitting the ball square of the wicket and he was driving to hit straight at towards mid-off and you were trying to talk about how to bring that change and what I really liked was you let Gautam to develop his own narrative to get to the right outcome and you talk about a couple of instance as where experts tell him what to do and that doesn't work but when you let him figured it out he somehow pieces it together so could you sort of draw out the insight here for the purpose of the listeners?

Paddy Upton (PU): I think you have the summary that you gave there really I the crux of it is you know yesterday model of leadership and coaching was telling people what an expert telling people what to do and we know that's far less effective the when we have a process of helping an individual go inward and come to their own learning their own understanding and come up with their own narrative of what is going on for them and also finding their own way to solve if it's the problem that I need to solve but finding that problem that solution for themselves so that's a lot more empowering and that's really what happened with Gambhir with the problem is you had three experts telling him how to solve these problem of hitting the ball square the wicket when he is wanting to hit it straighter and none of those worked and then he turned to me for the answer you know expecting me him to give a fourth pearl of wisdom and the three people had already offered wisdom where had far superior batting knowledge and what I had so it was almost bizarre that Gautam should be asking me but then I used I turned back to the essence of what coaching and business coaching is was I asked him to come up with his understanding of what he felt was going on and initially he said he didn't know what the problem was and each time he would get it right he would say it to me what did I do and I said well I am noticing something different but I don't know what it is exactly that I am noticing but it is different and I kept asking him so what is that you are noticing and he didn't know then he would get it wrong and he would say I guess I did something what was it and instead of telling him what I saw I kept probing and asking so what you feel what was you experience because there is something different the outcome is different so there must be different set of inputs or processes and I just kept reverbing and kept reverbing and that tempting thing is to quickly jump in as a coach with a the solution one I get to be seen to know I what I am

talking about and we fast track that period of discomfort that Gautam was in because now all of a sudden got his answer but I left him in the discomfort of searching for the answer keep searching, keep searching it will come if you will listen closely enough and you pay enough attention to what's going on for you in this moment and he come to the understanding of what had actually changed and his narrative was actually you know as I share in the book the way he changed his technique he would just glance down at his feet twice and that would help him to hit the ball straight now there is no technique batting technical connection between looking twice at your feet and hitting the ball square the wicket verses straight to the wicket but that was his narrative that he had come up with that helped his body knowledge or his body intelligence connect in with what works and what doesn't and as a turned out you know that certainly did help him improve his batting technique but the importing thing was it was his story that he had come up with and his story it doesn't matter where the his story was right or wrong but his story connected with the inner wisdom of his body and certainly in lot of sports the sport like batting or bowling there is so many muscles and nerve and neurons that need to fire and exactly the perfect sequence for everything to work right and it actually not possible to go in an break that down and top its component part and come up with an explanation even though the word of science that we go through and coaching suggest that you can break a bowling or batting action down into its component parts it's actually not possible. The individual needs to actually it's something that happens at much more complex and internal knowledge and system that needs to happen and I just I guess I had helped Gautam to plug in to an understanding and give language to what worked and what didn't worked for himself.

Reflections from Deepak Jayaraman

DJ: In a way this piece possibly captures the essence between Mentoring and Coaching. Mentoring is telling the mentee, Look at me, I have done this 1000 times before, here is how I would break it down and here is how you do it. Coaching is about you telling the coachee, you know yourself better than I do, let me ask you questions and help you get to the answers yourself. Given the number of moving parts in business, even the CEOs of today often find themselves in situations where their subordinate often knows more than them. The approach of "let me tell you how it is done" doesn't really cut ice when you are leading a group of people as smart or possibly smarter than you who know more about the domain than you do. In a way, this style of leadership is a pre-requisite for CEOs to be relevant with the teams they lead and organizations they run.

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End of nugget transcription

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- 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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