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Context to the nugget conversation

Dan speaks about how the Highlights reel should ideally be consumed. He suggests a big-bang approach where we collect and accumulate a critical mass of content in the highlights before absorbing them. He suggests that we create the space for us to receive it and reflect on it. If we end up doing it as a drip feed, there is a risk of those drips getting drowned in the daily noise in our life.

Transcription

Deepak Jayaraman (DJ): Dan, in the book, you speak about the fact that we could collect the highlight reel elements from various people but you actually suggest that we read them as a big bang rather than a drip feed, if I may paraphrase your suggestion. And you suggest that we wait for 10 plus stories to accumulate before we really process them, that is sort of suggestion number one. The other thing you also say is that we choose the right time and place and allow the stories to breathe rather than skim over them. Can you talk a little bit about how we should process the highlight reel once we collect them?

Dan Cable (DC): Yes. The waiting for the stories to collect, that to me is really important because we want to have this emotional jolt. In my opinion, a long way back in our conversation, we talked about what cancer did for me and it created this jolt, it jolted my life, it was traumatic and that trauma, well, I would not wish it on anybody, it was important because it causes us to question our normal assumptions. And that is what this highlight reel can do for people. It is traumatizing but in a positive way, it causes many people to cry, it unleashes a lot of emotions that you do not even really know where they are coming from, they are mostly positive but they are a bit stunning. If you get one story or maybe two in a week and then you sort of read them as they are coming in and maybe just like open up on your email while you are doing other things, really that may not have its maximum impact. And then you may even kind of two now, like some people, if I understood all this and would give people this advice, they would read them as they came dribbling in and they would kind of do it like, on the bus or on the tube or on the way home and, you know, you are not going to really allow your emotions out on the tube. You are not really going to, even if you got a very powerful emotional thing, you are not going to let tears roll down. But to read and really get the biggest jolt on this, you really want to give a space where, you know, for me, say a 25-30 stories, you would want to leave an hour to let that kind of soak in, take your time, real gift. This is not something you probably have ever read before and these are some of the most important people in your lives and they have taken real time to commit stories to paper and you really want to just give it the space it deserves. So if anybody out there who is listening and is going to try this, I actually would wait until you had all the stories in, even if it was just going to be 5-10 stories, get them all, hold out and then, wait until you can give it space and quiet and you can experience the emotions. And then what we do in my classes and my courses, I have them read it the night before but then

they bring it in and then we start to debrief what it means and how it can help them and how they would craft their jobs or their lives around these strengths. I am actually really glad you brought that up because part of what this book is good for in my opinion, this Exceptional book, some of it is to expose these ideas, these evidence-based ideas to people but some of it is very practical. You know, each one of us can get a little more living out of life and so, this point you bring up right now, it is just a really practical point of like how do you get the most out of your highlight reel.

Reflections from Deepak Jayaraman

DJ: In the work I do, the first phase of the work I do with a leader is typically understand them from different angles.

- Engage them in a series of reflections around questions to improve the internal self awareness
- Speak to a few people they have interacted with at various points in life (colleagues, past colleagues, friends, spouse, customers and so on)
- Use psychometrics to generate some hypotheses

And this process can take 2-3 months. Very often leaders urge me to share the feedback as a drip feed as it is emerging. In my limited experience, I find that sharing it as a big bang and piecing the puzzle together with all the information is a lot more impactful experience and is helpful in moving the leader forward than a drip feed.

The key is creating the space after receiving the feedback to marinate in it, see what sticks, what emerges and then move forward with it.

End of nugget transcription

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About Deepak Jayaraman

Deepak seeks to unlock the 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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