



The banner features the 'play to potential' logo on the left. To its right are contact details: a WhatsApp icon with the number '+91 85914 52129\*', a Twitter icon with the handle '@PlayToPotential', and a globe icon with the website 'playtopotential.com'. Further right, under the heading 'Also available on:', are icons for Spotify, Apple Podcasts, and Google Podcasts. On the right side of the banner is a portrait of the host, Deepak Jayaraman, with the text 'Podcast Host' and his name 'Deepak Jayaraman' below it. A small disclaimer at the bottom left reads: '\*Just send us a Whatsapp with your name, number and email and we will add you to our distribution list.'

## Context to the nugget conversation

Lloyd speaks about how we all can take stock of our resources (Time, Talent and Treasures) to discover the greatest impact one can make as we go through our journey.

## Transcription

\*\*\*\*\*

Deepak Jayaraman (DJ): Moving forward, Lloyd, you talk about how we think about 3Ts, right, time, talent and treasure to discover the greatest possible impact one can make. And in my experience of working with a few leaders and this is often a struggle, right? A, discovering what's, you know, how should I think about talent, there are different ways to frame it, the world labels you in a few ways but there is a broader way of thinking about it. And also, what's the greatest possible impact; there are multiple possibilities. So, can you give us some directional guidance on how leaders should think about this?

Lloyd Reeb (LR): Well, first of all, I think it's a... the most important thing is your attitude. To view what you have as not an owner but as a steward. Everything I have will someday be given away. I have some classic cars that I love. There will come a time when I hand the keys over. So, I am a steward of it and I am not going to spend everything I have on me, it would be a miserable life. So, I have to think about my life with open hands and say, I have been given time, talent and treasure. Now my responsibility is to figure out how I combine those creatively to make the maximum contribution. So, the place you want to start first is, what do I want at the end of the day? What are my desires, and you wouldn't start a business without having clear long-term metrics? You have worked at McKinsey Consulting, you guys were the experts at this, helping clients build long-term metrics, right, that drive all of their key performance indicators and systems and processes towards those metrics. So, before you can figure out your best contribution, you have to ask yourself this question. If my life turned out perfectly, what would the elements be? Now, that is a balance sheet question, not an income statement question. It's envision yourself, let's say 30 years from now, Deepak, I would be 89, my birthday is on Saturday, I turn 60 on Saturday so...

DJ: Wow, congratulations in advance.

LR: Yes, so that's why your audience can't see how much gray hair I have, can they? And so, I would be 89 if we met 30 years from now and suppose I looked over at you and I say Deepak it's so wonderful to see you. Your smile is just as nice as it was when you 30 years ago, but tell me how did it go for you? And suppose, you look out the window and you look me back in the eyes and you say to me, Lloyd, you are not going to believe it, it actually went perfectly. What would be those factors you would have to scroll through in the back of your mind in order to draw that conclusion. If you can answer that then it's relatively easy to figure out how to deploy your time, talent and treasure to

maximum impact. If you can't answer that then it's hard to build a strategy, you become tactics in search of a strategy. Now, in terms of your question about time, talent, treasure so that talent piece is a combination of your expertise, your experiences, the natural gifting that you have, your relational strengths and so you want to look at it from several different angles. If it were me, I would go do a strength assessment such as the Gallup StrengthsFinder assessment. I would ask my team, tell me what are the one or two most valuable things I do to help our teams be successful. Then I would ask my family what do you think I am best at, what do I do for our family that's really extraordinary? And ask your closest friends and then write out your expertise and then list your experiences. So, for example, your experience at McKinsey tells me a lot about your analytical skills. Way back when the managing partner of McKinsey's in Manhattan was on the board of the Halftime Institute with me and his name was... let me just find it now in my head. Gosh, I don't remember but when he died, I read a quarter of a page obituary in the Financial Times international version, I was in the Hong Kong airport. And it described that his biggest contribution to McKinsey's was to convince them to hire scientists and engineers as opposed to just MBAs. And he himself had a PhD in Physics. And so, I know something about your background and your expertise just by your pedigree, right? And so, you bring that McKinsey thinking with you everywhere you go. And so, that's part of your treasure. Now, what you want to be able to do is you need to be able to synthesize it down into a few words. You can't sit down with somebody and say, suppose it's a new team that you are going to contribute to, you are going to help lead a team, you can't just tell them, 35 minutes about your strengths and expertise, you have to summarize it. So, for me, I am a thought leader, that is my background and it's my strengths, my strengths in the Gallup StrengthsFinder are strategist, futurist, activator, belief and focus. The strategist, futurist and activator are all forward thinking. Now, that makes me a good thought leader but a really bad manager, a bad operational leader. And so, as a result, I stay out of every operational role I can possibly stay out of. But I am good at helping people think through complex things in their life. So, that lets me say what I would call smiling no.

## Reflections from Deepak Jayaraman

DJ: Of the three, Time, Talent and Treasures, I notice that it is very easy for us to notice and observe Time and Treasures. Its easy to measure and pin down. It is the talent part that is often nebulous and hard for people to get their head around. Lloyd speaks about tools such as the Strengthsfinder to get some insights here. When I am working with a leader, I find speaking to some of the key people around the leader (Friends, Spouse, Sibling, Child, Customers, Investors, Board members) extremely revealing. One question I often ask is "when does this person come alive?". The answers to that often open fascinating possibilities.

One of my earlier guests at the podcast Prof Dan Cable (DC) of London Business School, speaks about an exercise where we assemble together our Highlights reel from our life almost like how we would have a Sports Highlights Package from a game of cricket or tennis. He suggests that we ask the people we have interacted with and piece this together.

DC: *"And basically what that is, it is memories and stories from family, from friends, from colleagues, from mentors, it is people that have watched you over the years, even over the decades. And then they write a story that is their memory of a time you have done something exceptional, that is name of a book, that is why that book is called Exceptional, there are times when you have had an extraordinary impact and here is my memory of you doing that. I just cannot tell you, number one, how powerful and emotional that is to read it from other people, as opposed to just self-reflecting, so that is one thing. I think a second thing I will put out there is, just the vast amount of new insights that you can get, because a lot of things that people remember for 15 years, 20 years, and they write down in a lot of detail you might not even think of as a big deal. You might think oh no, that is just*

*easy, that is what anybody would do. And if you have seven, eight, nine people writing different stories but around that same theme but you yourself just do not think that is a big deal, that highlight reel starts to unveil ways of you becoming exceptional and I call them high leverage moves. It is just a way that you can do a little more in area and create a much bigger impact but you would not do it because you kind of downplay, you think anybody would do it.”*

DJ: If there is one thing I have realized, the second half of life is all about leaning into contexts that make us exceptional and putting ourselves in those kinds of situations rather than plugging our weaknesses in a context that is structurally not suited to maximizing our talents and aptitude.

If this is of interest, please look up my conversation with Dan Cable and Tasha Eurich where she speaks about the benefit of Outside In perspective. You might also like the playlist Navigational Principles where several leaders speak about how they moved from one orbit to another. Just go to [playtopotential.com](http://playtopotential.com) and check out the Curated Playlists section.

## End of nugget transcription

\*\*\*\*\*

Nugget from Dan Cable that is referenced: [Crowd-sourcing your highlights reel.](#)

## RELATED PLAYLISTS YOU MIGHT LIKE

**Navigational Principles:** Leaders discuss their personal frameworks around how they made choices around pivotal moments in their lives. They articulate the set of criteria we should consider having when we are at a fork on the road and have to pick between disparate options. Arguably one of the most critical skills of the future as we navigate a world of abundance. You can access the playlist [here](#).

## SIGN UP TO OUR COMMUNICATION

**Podcast Newsletter:** Join 1000s of leaders who benefit from the Podcast newsletter. Not more than 1-2 emails a month including keeping you posted on the new content that comes up at the podcast. High on signal, low on noise. Sign up for the podcast newsletter [here](#).

**Nuggets on Whatsapp:** We also have a [Podcast Whatsapp distribution group \(+91 85914 52129\)](#) where we share 2-3 nuggets a week from the Podcast archives to provoke reflection. If that is of interest, please click [here](#) and send a message stating “INTERESTED”. Do also add this number to your Phone Contacts so that we can broadcast our messages to you when we share a nugget.

\*\*\*\*\*

## Lloyd Reeb - Nuggets

- 81.01 Lloyd Reeb - Being a Chief Life Officer
- 81.02 Lloyd Reeb - Pausing after success

- 81.03 Lloyd Reeb - Deploying Time, Talent and Treasure
- 81.04 Lloyd Reeb - Measuring what Matters
- 81.05 Lloyd Reeb - From Interest to Identity
- 81.06 Lloyd Reeb - Position in the team
- 81.07 Lloyd Reeb - Low Centre of Gravity
- 81.08 Lloyd Reeb - Maintaining a Margin
- 81.09 Lloyd Reeb - Success or Significance or Satisfaction?

### **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](#).

### **Disclaimer and clarification of intent behind the transcripts**

This written transcript of the conversation is being made available to make it easier for some people to digest the content in the podcast. Several listeners felt that the written format would be helpful. This may not make sense as an independent document. Very often spoken word does not necessarily read well. Several of the guests have published books and the language in their books might be quite different from the way they speak. We request the readers to appreciate that this transcript is being offered as a service to derive greater value from the podcast content. We request you not to apply journalistic standards to this document.

This document is a transcription obtained through a third party/voice recognition software. There is no claim to accuracy on the content provided in this document, and occasional divergence from the audio file are to be expected. As a transcription, this is not a legal document in itself, and should not be considered binding to advice intelligence, but merely a convenience for reference.

The tags that are used to organize the nuggets in the podcast are evolving and work in progress. You might find that there could be a discrepancy between the nuggets as referenced here and in the actual podcast given this is a static document.

All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means, or stored in any retrieval system of any nature without prior written permission.