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## Context to the nugget conversation

Lloyd speaks about how we need to think about maintaining a margin across four domains: physical, emotional, financial and spiritual. He links it to the thinking of Jim Collins in the context of his book – Great by Choice. He says that businesses need to have some buffer and margin to deal with good luck and bad luck that come their way.

## Transcription

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**Deepak Jayaraman (DJ):** The other piece you talk about, Lloyd, is notion of maintaining a margin across four domains: physical, emotional, financial and spiritual. Can you expand on the notion of a margin the way you mean it?

**Lloyd Reeb (LR):** Yeah, I think that we can't expect everything in life to go up into the right and always be positive. We are likely to encounter some things that are really big smackdown that are either health problem in one of our children or an economic downturn or a big emotional disappointment, a friend betrays us, or something like that, somebody we serve and we think we are really helping and all of a sudden, they commit suicide. And the question is what is it going to take for me to finish well, not just be a flash in the pan, not just have a short season where I am making a big contribution but if you and I sit down 30 years from now, Deepak, I want to be able to tell you I am still in the game, I am still making a difference in this world, right? And that means that I need to be prepared for when something goes wrong, I need to have some shock absorber with me. And if you just have financial margin, but you don't have physical margin or emotional or spiritual margin, you won't survive. I remember I did some events in the summer with a guy named Jim Collins.

**DJ:** Yes.

**LR:** And he has written business books and maybe you have interviewed him before, but he's written Good to Great and Built to Last.

**DJ:** He is on my wish-list.

**LR:** Oh good, good for you. Well, he, we did these events in the summer in Boulder, Colorado, called Finishing Great and we would get leaders like on your audience and we spent two days together asking the question what will it look like for me to finish great in life and not just flame out. And so, I asked him at one of those, I said to him, Jim, what are you studying and what are you learning these days and he said I am studying luck and he has since written about it. It's called Great by Choice, it's a book called Great by Choice, and he studied how businesses how they deal with good luck and bad luck and what makes the difference. Now, he described luck as something that's unexpected, you

can't control and it's material to your business or life. And he found businesses have equal amounts of good luck and bad luck, but wait, what makes a difference is if they are prepared for the bad luck and they can get back up again. So, cash flow is king sometimes in your life. If you don't have any financial, if you spend, outspend your income and you have no financial margin, if something bad happens, you could get really taken down and may not recover for a long time. If you don't have spiritual margin, where your soul is being nurtured by God on a daily basis. You know one of the most important times I spend every day is sitting here quietly in my study with my Bible reading and for God's ancient wisdom and praying and it nurtures my soul. And then when something frustrating happens, I am going to react out of the nurture of that love and kindness that I got rather than just out of anger and bitterness, right? And so, I need to nurture the fruit of the spirit in my life if it's going to show up when things are stressful. And so, what I try to do is to stay within my limits, cut back on spending, cut back on commitments so I have time, emotional energy, spiritual energy, you know, I got time this morning to go to the gym and lift weights so I have strength and I don't need to be strong and muscley to do this interview with you, but it does give me resilience, right?

## Reflections from Deepak Jayaraman

DJ: Something similar came up in my conversation with Stew Friedman (SF) of Wharton who speaks about the notion of positive spillover across different domains for us to have a positive flywheel across multiple domains.

SF: *"Most people when you talk about work in life, they say balance and I deliberately called our project the work life integration project in 1991 because I knew then and I feel much more strongly now in the wake of decades of experience and evidence that the balance is just a long metaphor even though that's the one in common. You such when you think of the scales and balance your mind automatically goes to the necessity of trade off the necessity of sacrifice in one particular life for success in another part. If I'm gone be successful at work what that means I have to give something else, I have to give up my personal life that how the balance metaphor works in terms of your mind-set. If you keep that a side and use a different metaphor that allows you to contemplate what can I do in my life under my control that allows me to pursue my values the things that matters most to me and to do that in ways that allow me to have some success in all the different parts of my life I worked at home, in the community, myself personally other things that I can do that would allow me to create value in all the different parts either directly or indirectly through a kind of spill over self I take care of myself in a way that I haven't picked for perhaps through exercise or proper nutrition. What can I expect to see as an impact of that change on my performance at work or my relationship with my family and so you start thinking differently about the possibility for what we physiologist call positive spill over or ripple effects which exists when you open your mind to a different kind of metaphor then the scale and balance and you think instead about the pursuit of harmony among the different parts over the course of time then you see a lot more possibility for innovation for creativity, for change under your control that can produce gains or benefits or success as you define it in the different parts and it works when you look for it when you put on a new set of lenses and you look through them to see where are the chances for me to take action that are gone be benefit my family as well my work as well as my network of friends and how I fell about myself personally you start to see those and you see certainly see more of those are opportunity those possibilities then if you just assume well I have got to give up everything in my personal life for me to become successful in my business."*

DJ: If you like this, you might find the Curated Playlist – Work and Life relevant. Thank you for listening.

## End of nugget transcription

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Nugget from Stew Friedman that is referenced: [Positive spillovers across domains](#).

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### Lloyd Reeb - Nuggets

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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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