



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 a man in a suit and glasses, identified as 'Podcast Host Deepak Jayaraman'. At the bottom left, a small note 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

Sukhinder speaks about her experiences working with Bill Campbell. She speaks about how he got her to be proud of her team and how he got her and her team to be proud of the “dirt underneath their fingernails” given what they were building at Google. She speaks about his unique brand of coaching which combined tough love with cheerleading.

Transcription

Deepak Jayaraman (DJ): And actually staying with the theme of coaching, you also talk about your conversation with Bill Campbell at some point and you speak to one of the authors of the trillion-dollar coach on his methods. But staying in the theme of coaching, if you shine the light on your conversations with Bill, any reflections on what difference it made to you and what about and what about him that that stands out for you in your experience?

Sukhinder Singh Cassidy (SC): Yeah, of course. So for this, if you do not know Bill Campbell, I mean, you know him because you interviewed Jonathan or Alan or Eric, I do not know which, a trillion-dollar coach, Alan Eagle and Bill Campbell is reputed obviously for having coached executives and leaders from Steve Jobs to Eric Schmidt on building companies literally with trillions of dollars. So Bill at the time was coaching a lot of executives at Google. He spent several weeks at Google and I was one of the lucky executives who was also introduced to him for coaching. And Bill is different than David because Bill is an ex-NFL coach and so, you know, first of all, I think it is about the art of management to the Valley, very few people in the Valley. Valley has the cult of the founder culture but it is not very, for a long time, it did not give importance to being a good manager, being good at management. And Bill was the first person to make that desirable. So first of all, I give him credit at a macro level far beyond me. But for me, he was more of like a warrior coach. There were times at Google where I would be frustrated. I was in a region between Brazil and China, so it was a massive region. It was very disproportioned, disaggregated countries, countries in which we were losing badly, like, China, Japan, Korea. And in countries that even if we were winning, we were fraught with complexity, India had its complexity, so was Brazil, what have you. So many times, I would look at my counterparts at Google and I thought they had it so easy and my team was working so hard and we had always a mess of some kind to deal with. But Bill's influence on me was that, at times calling forth my warrior self and stop looking at everybody else and thinking about what they have and thinking about what you have and what you are building and, you know, one of phrases he taught my team that stayed with me sort of like, Sukhinder, you should be proud of your team, there is the team with all the dirt underneath their fingernails. So instead of bemoaning that you do not have it as easy as someone else, think about what you guys are building, think about what you put into, like value the grit. And that is the kind of coach Bill was. He was different things to different people. But

from different people in our lives, we get different types of energy and coaching. So Bill brought a very unique coaching style to me, which I appreciated.

DJ: Got it. I think building on that, one of the terms Alan uses is Bill was a cheerleader. Sometimes when you are in the thick of things, you sometimes lose track of the number of things going right and one of the things he would say was, Bill would just sometimes even stand in the boardroom and applaud and spur people on.

SC: Yeah, absolutely. Well, Bill also had a twinkle in his eye all the time and I think to your point while he was saying to me be proud of your grit, for sure he was a cheerleader for my organization inside of the bigger Google and I remember that too, you know, and being holding us up as like, look at what that team is doing and so you are absolutely right, he was tough love but also the best cheerleader, that is absolutely true.

Reflections from Deepak Jayaraman

DJ: I had the opportunity to speak with Alan Eagle (AE), one of the Co-Authors of the Trillion Dollar Coach that describes the methods of Bill Campbell. One of the themes he speaks about is how Bill was an evangelist of courage for his coachees.

AE: *“So one of my favourite anecdotes from our book is we were talking to Clay Bavor. Clay is a VP here at Google, he oversees our VR and AR products, Virtual Reality and Augmented Reality products and at the time that this story took place Clay was a Products Manager and he was just starting to work on AR products and he was showing an early product to the Google Board so he was kind of nervous. He is up in front of the Google Board and he is demonstrating this thing and they are all wearing the goggles and trying them out and he is trying to walk people through this down and something went well and he hears this clap from the back of the room like boom, boom, boom, boom and like loud cheering and it is Bill Campbell cheering him on and Clay said that moment gave him such confidence and such a boost and think about how often when you are in a meeting if something goes well someone on your team does something well, you say, good job or something like that of course but how often you are like, yeah man, stand up and clap, you don’t, cause it doesn’t feel right but that’s what Bill would do. So that’s part of being an evangelist for courage is really cheering people and celebrating their successes and there is an interesting tactical component as well. When we were talking to one of the Apple Board Members I don’t recall he talked about how Bill would do this in an Apple meeting as well about how Bill did this when he was showing the Apple Board the Apple Play Store for the first time and how Bill was like cheering and saying this is so awesome and it also gets the momentum going in the room if you want to make a decision that way. It is pretty hard to decide against or argue against something when someone has literally stood up and cheered for you. So, you know, there is a tactical aspect as well and mostly this concept of being an evangelist for courage it’s just this idea of growing confidence in the people, just trying to boost them up, make them think they can do more than they think they can do.”*

DJ: For more, you can tune into the conversation with Alan Eagle about the Trillion Dollar coach at the Guests Section at Playtopotential.com. You might also like the Playlist on Coaching that you can find the Curated Playlists section at the Podcast.

End of nugget transcription

Nugget from Alan Eagle that is referenced: [Being an evangelist for courage](#).

RELATED PLAYLISTS YOU MIGHT LIKE

Coaching: The business world is slowly waking up to the fact that just like in elite sports, there is a tremendous value to be unlocked by having an effective coach for a leader. It is not just about fixing issues but also about enabling the journey from Good to Great. Leaders across disciplines share their insights around how one should pick a coach and get the most out of such a relationship. 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.

Sukhinder Singh Cassidy - Nuggets

- 82.01 Sukhinder Singh Cassidy - Myth of the single choice
- 82.02 Sukhinder Singh Cassidy - Embracing risk as a discovery process
- 82.03 Sukhinder Singh Cassidy - Managing work and life
- 82.04 Sukhinder Singh Cassidy - Decade long coaching journey
- 82.05 Sukhinder Singh Cassidy - Working with Bill Campbell
- 82.06 Sukhinder Singh Cassidy - Moving from a Large Org to a Start up
- 82.07 Sukhinder Singh Cassidy - Discerning what is a good fit
- 82.08 Sukhinder Singh Cassidy - Stepping into a white space
- 82.09 Sukhinder Singh Cassidy - Inside out or Outside In
- 82.10 Sukhinder Singh Cassidy - Going Deep Vs Broad

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.