

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 Deepak Jayaraman, with the text 'Podcast Host' and his name 'Deepak Jayaraman' below it. 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

Dorie speaks about how Marshall Goldsmith (inspired by Paul Hersey) moved from being an effective Coach to start thinking about his legacy and started writing and conceiving of several initiatives including MG100.

Transcription

Deepak Jayaraman (DJ): Right, so it is work in progress but trying to learn here. Back to your book, Dorie, you refer to a Paul Hersey's quote to Marshall Goldsmith, he was on the podcast as well a few months back, he says, 'you are too successful, you are making too much money and you are never going to be who you could be,' how have you thought about this phrase in the context of your journey and how you have evolved over time?

Dorie Clark (DC): Yes, well, you are picking some juicy quotes here. The context of this for folks who have not read The Long Game is that Paul Hershey was Marshall Goldsmith's mentor. Marshall is, today, a very well-known executive coach and Paul Hershey was his organizational development consulting mentor back when he was a younger man and gave Marshall his first break. And the point that he was making is that if all you are doing, if all your energy is around optimizing for revenue, you know, in Marshall's case, he was young and he was making great money, so why would you not do that, you know, that is wonderful up to a point. But ultimately, most of us measure our life in different ways. It is not all about money. Money is great, we want plenty of money. But it becomes a problem if it is all about money. And what Paul was encouraging Marshall to turn to, and he did eventually turn to it, although in my interview in The Long Game, he says he regrets, it took him too long, he was too jazzed about the money. But eventually, he turned his attention a little bit to things that could actually help him leave a legacy. And, I am not talking about leave a legacy like, when you are 80, but I mean, creating intellectual property you can be proud of, what is it that you are putting out into the world that you get known for, that you get identified with. Because if all you are doing is client service, essentially, you might make good money, but you are not really making a mark on the discourse beyond the people that you are helping with your own two hands. And that is what Paul wanted for Marshall. And eventually, Marshall did of course end up creating some wonderful and very lasting works. He has written a number of New York Times bestselling books, like What Got You Here Won't Get You There and Triggers, he has created methodologies like his Stakeholder Centered Coaching and that has actually in turn been able to help many many more people and he has been able to scale himself. But you really have to willfully make that choice.

DJ: And in a related context, Dorie, you talk about moving beyond trading time for dollars, as we think about both from an impact perspective but also from a from a commercial lens, how have you thought about moving beyond trading time for dollars?

DC: Well, this became an acute concern for me at the end of 2015 because my book Stand Out had been released and I decided I wanted to go all-in on promoting it. And I did and that year, I ended up giving 74 talks, which was a lot of talks. And I was traveling for most of them, so I was on the road, at least every week, sometimes multiple times a week. And it was the end of the year. I was sick, I had another cold and was just kind of feeling miserable and wondering why am I doing this, this is so brutal, and the thought occurred to me, I mean I had like a flu, but the thought occurred to me, well, what if I got really sick, you know, I could not do this. And that would be an even bigger problem because the speaking was a big part of my revenue. And so I realized that I needed to get smart about taking the steps so that I could protect myself and protect the downside in case anything happened. Because there were two things that I thought might happen. One, and I hope it does not, is that I would get sick. The other was that inevitably, there would be some kind of a recession and I thought well, you know, we all know how that works, conferences are the first thing that gets cut, so they are not going to have me come speak. What I did not predict, notably, was a pandemic and somehow, I missed that. And the interesting thing though was that the same thing happened. By preparing for an eventuality, where I could not travel or where conferences were canceled, that de facto enabled me to prepare for a world where there was a pandemic and everything was canceled. And so what I had done was really accelerate my foray into online courses. And that ended up being a saving grace because for 2020, a massive number of talks that I had planned just got canceled and went away, and it could potentially have been very financially devastating for me, but amazingly, it actually turned into my most successful year ever financially because I had been laying the groundwork for the preceding five or six years with online courses and that ended up burgeoning during that time.

Reflections from Deepak Jayaraman

DJ: This has been something that is on my mind for the last few years. At least what I have told myself is that the advisory work I do is High Touch Low Reach. It probably makes a difference to 20-30 leaders every year. The podcast however is Low Touch High Reach and hopefully, it makes a difference to you, the listener in reflecting on some of these themes and becoming a better version of yourself. The podcast is also something that I hope will outlive me even when I am gone. That is at least the goal I set for myself in terms of the nature of the content I want to create.

I came across something inspirational in one of my earlier conversations. I was speaking to the Stand up Comedian Atul Khatri (AK) and we spent a lot of time on his transition from running an IT business to becoming a Stand Up Comedian. He said something about the kind of content he wanted to create. Something that stayed with me.

AK: *"So typically I tend to not write very topical jokes, if you have a topical thing, so if you have to write about, I don't know about anything like demonetization..."*

DJ: *The shelf life becomes limited, right?*

AK: *Yeah, yeah so which maximum like people will remember it for like four or five months, even though it's a hot topic people will remember fine after that people themselves will say please move on yaar. You know, we have moved on, you have moved on. Like in the Covid now, I am sure when I go up on stage; I have not written one Covid joke. First of all a lot of jokes are already there and I don't want because I think once you get out, you don't want to hear Covid, I think you are sick and tired of Covid, you have heard all the jokes, it's not a positive experience that you want to hear about it again. So, I think, yeah so topicality I try to avoid. I always compare people like the old Anand Bakshi lyrics or Kishore Kumar songs, even today they sound so good because they were so well*

written. So I tell all comedians write your every joke should be like a Anand Bakshi lyric or a Kishore Kumar like a song with some other good like, who were the other good lyricist verbal are... Javed Akhtar or write your songs so... write your material so that after 10 years also people should listen to it, laugh at that joke and it should not get topical, it should still be fresh, it should still be may be relevant or not be relevant but it should still be funny.”

DJ: I am a big fan of Kishore Kumar too. When I am creating my content, I find this as an interesting filter. Is this a Kishore Kumar song or is it something like Kolaveri Di or Gangnam Style that goes viral for a bit and then is forgotten forever.

End of nugget transcription

Nugget from Atul Khatri that is referenced: [Writing evergreen material](#).

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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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