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## Context to the nugget conversation

Ravi speaks about the different forms of Capital that we possess and how we can deploy that in the context of a situation. He specifically refers to the conversations at Social Venture Partners, a philanthropic organization I am a part of.

## Transcription

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Deepak Jayaraman (DJ): can we talk about that Ravi? I was going to talk, I was going to ask you about the different forms of capital later but since you bring it up, can you talk a little bit about, you know, the one thing that struck me, especially in my journey at Social Venture Partners is sometimes you can open connections, sometimes you can bring in your capability and there are just different vectors along which one could think about making a difference. So, can you expand this notion of multiple forms of capital?

Ravi Venkatesan EP2 (RV): Yeah, so, multiple assets, multiple forms of capital show up in different ways. So, for instance, your friend who has also been on the podcast, Lynda Gratton, she does a very good job talking about the importance of cultivating intangible assets.

DJ: Yes.

RV: Look, many of us think about our financial assets, but other things like your expertise, your reputation, your networks, your close relationships, your health, your self-knowledge, all these things are even more important and you better be intentional about cultivating these things as well. It is a powerful idea, very few people even think about it let alone do it. So, that's one manifestation of this multiple forms of capital or assets. Then Nipun Mehta's sort of construct, which is more about when you are giving, you are helping, you are serving, it is not just money you bring to it because the world needs much more than just money. So, are you bringing love, are you bringing energy, are you bringing expertise, are you bringing networks? So, these are all different forms of capital and all of them are powerful and greatly needed. And so, he comes at when you are serving, don't just think about money, think about all these other forms of capital that you have that you are bringing to the table. I find it very, very powerful. And that's the essence at SVP, right? Of course, we bring a little bit of money, it's catalytic but fundamentally what we bring to the not-for-profit world is the talent, the energy, the expertise, the networks of all our partners. So, yeah, but we have never articulated it that way but.

DJ: Hmm, and even yesterday since you referred to Fastpitch, you know, we had picked 12 organisations, we had helped them develop a sharp pitch, in less than five minutes they presented but to me what was most inspiring was the fact that there were about 600-plus people, CSR and

philanthropists that attended the presentation and hopefully that triggered something in them. So, to your point about being catalytic, hopefully, they will go on to do either contributing to these 12 or do something else as they move forward.

RV: Yeah, they probably... I have missed this fantastic event, but to me I suspect that for the NGOs that got represent or at any stage of the process the single biggest thing is self-belief that today they believe more strongly what their potential is, what they are capable of and all the other things are important, but this belief is what I think is going to propel them forward. So, that's a different form of capital.

DJ: So true, so true. You know, just maybe staying with this for 30 more seconds, I worked with one of the organisations, Maya CARE that works with people with disability and helps the elderly in providing services, and we were coaching an individual who was on a wheelchair and who, you know, who hadn't presented on this kind of a stage. To see him present and to sort of really walk away with that belief is quite powerful. I hadn't quite framed it in my head, but that's, hopefully that makes a difference in their trajectory moving forward.

RV: I think it makes it a trajectory to everyone though that person but also all of us who get to observe this.

DJ: Of course.

RV: It changes us.

## Reflections from Deepak Jayaraman

DJ: During the conversation, Ravi refers to an insight from Lynda Gratton (LG) about different kinds of intangible assets. Here is a short clip of her talking about the different kinds of assets.

LG: *"Well you know as you and I in the book we talked about three types of intangible assets we talked about Productive assets, Vitality assets and transformation assets and I think really you know in your 40s the productive assets becomes really important because you need to keep on landing you need to keep on building new skills you need to be saying to yourself and to the labour market you know I am still somebody who has gone lot to offer from now until the age of 70s so that's really crucial but also of course transformational assets and those as we said earlier they are they are transformational assets a lot to do with your networks."*

DJ: Even with Networks, there is an opportunity for us to think about the different kinds of networks we engage with. Herminia Ibarra (HI) has an interesting frame for us to think about the different kinds of networks we interface with.

HI: *"We do passes certain point in our career we do everything through relationship this is how we get things done, that's how we find out what's going on, and that's how we get advice, perspective. And most people who are doing well have very good operational networks just help them get the day to day work done more smoothly maybe you know lets something done faster for them or they will get the information they need sooner but you know it is really kind of what's in the critical path of my routine day to day work that's the operational network. The personal network is the part that is you know the people that you have worked with who become friends and you have stayed in touch with and there is more emotional quality to it or may be some old mentors and there is often common interest there are longer term relations and most of this have those too and then the hard part, the*

*tricky part is strategic network which has to do you know if the operation is about you today the personal often if about your past the strategic is about future and it's about how do you connect the dots between some of your interest and relationships that are may be external to your company, some of the internal relationships, help connect people, help bridge across different areas, help bring new ideas in, help export new ideas"*

DJ: My big realization is that very often, when we take stock of life, we end up becoming narrow and unidimensional. But things like our physical and mental health, our vitality, our relationships within the family and in the network, the trust we have in the ecosystems around us, our reputation and Personal Brand, all these are assets which have a material impact on the quality of our personal and professional lives. My wife and I keep discussing that when we look around with this holistic lens, the only emotion that comes up is that of gratitude for the number of things that are going well and with how some of the intangible assets are coming along.

Pause for a moment here. How do you think about your Balance Sheet? What items do you put in there?

## End of nugget transcription

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Nugget from Lynda Gratton that is referenced: [Mid-life: a double whammy](#).

Nugget from Herminia Ibarra that is referenced: [Operational, Personal and Strategic networks](#).

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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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