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Context to the nugget

Rama talks about how people who have led companies by default end up getting empathetic with the management of the companies where they sit on Boards. She talks about the need for people to have clarity on who they are accountable to.

Transcription

Deepak Jayaraman (DJ): What your thoughts on how they should think about, A- Board positions, when they start taking board positions but the more important point is what your thoughts on what skill do they start building? And what should they stop?

Rama Bijapurkar (RB): So board role is nose in and fingers out and executive role is fingers in and nose in and everything in and that's why I think consultants make the transition more easily because they are quite happy to have a fingers out of things so that's the one thing I think executives, so you have to really understand that this is jury duty more than actually being the protagonists that's hard but the other thing is also that I noticed that the executive leaders who transition to non-executive. So when you are going to NED board position we find that there is a lot of sympathy for the executive management so we usually find that the board divides up when there are issues and the executives guys who have been executives have that old empathy and sympathy and so they think their job is to sort of make up for the fact that they won't protected in their tenure and to be the protector and that what, our job is not to disappoint the management here, what is I am saying, if you want an acquisition desperately I still don't have to give it to you and if you are going to get demoralized, I mean grew up let's talk about why this is important? But my loyalty is somewhere else it is notch to you I am not here to be cheer leader, nurse, maid, nappy, coach. I think that's the stuff that executive managers tend to get into and then therefore you are the coach and you are the this person and so on as compared to saying that all of us in boards are call to make judgement calls so whatever is your background, you are doing your background to make the judgement call and that's all you should do. And you just make judgment calls for everything that put in front of you and these are since of commissions, since of omissions, Plans whatever it is that's what you have to do and then they tend to sort of turn their noses up other people who are, for example let's say if you are a large institutional shareholder, you don't have any of this executive experience you tend to wield it around if there is a superior animal or on the other side you get adversarial with the CEO of Precise, CEO doesn't want your coaching doesn't want your expertise. You have to be karmic you have to say based on the facts in front of me, this is my evidence based on so.

Reflections from Deepak Jayaraman

DJ: The point Rama makes about figuring out who you are accountable to is a critical one. And that shifts when you move from being a CEO to being a board member. Ensuring that you wear that hat while coming up with the judgment is critical. If I were to draw a parallel from the entertainment industry, it is like method acting where you get into the and process the world around you from that role and not as who you are as a person.

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End of nugget transcription

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Executive to NED: Leaders talk about how Senior Executives need to think about being effective in a Board context. This often involves a rewiring of their mindsets in terms of being clear around who they are accountable to and where their loyalties lie and a shift in the way they interact with a group of people to drive outcomes, something that can be hard for a lot of people. You can access the playlist [here](#).

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Rama Bijapurkar - Nuggets

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- 18.02 Rama Bijapurkar - Early formative years
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About Deepak Jayaraman

Deepak seeks to unlock 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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