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## Context to the nugget conversation

Tarun speaks about the traits that separate the entrepreneurs that Build to Last from the rest. He calls out three elements. 1) Audacity of intent 2) Humility of demeanour 3) Steadfastness of Purpose.

## Transcription

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Deepak Jayaraman (DJ): Moving to leadership Tarun, last time we spoke you had spoken about creating the conditions to create when it applies to entrepreneurs in emerging markets. When you look at this study where you have spoken to entrepreneurs across several markets and when you look at them and their leadership, are there are a few things that stand out with these people when you sort of compare them to some of the leaders in the West? Any headline unique elements that stand out for you?

Tarun Khanna EP2 (TK EP2): So, I am opening my book to read a phrase so I don't misquote it. We were... Geoff and I were when we were writing the introduction, a few pages, I was charged with writing the last paragraph something that brings the introduction to a close and I will read you our summary statement which is two sentences; here it is. Our overall takeaway is simple, we are just humbled by the combination of audacity of intent, humility of demeanour and steadfastness of purpose displayed by the giants whose life lessons are narrated here. And so, I would point to the trio of phrases that we use: audacity of intent, humility of demeanour and steadfastness of purpose. So, I think the stories here in a sense are each and every one of them is an ode to trust, which was the title of my previous meanderings on development in emerging markets in their own ways, in their own kind of beautiful ways. But they have all taken a very long time to painstakingly build, it turns out that's what it takes to build something that can redirect a society. There's a lot of humility in these people, may be to some extent they are, that's what it takes to build coalitions around you who participate with you to co-create the as I said in my earlier book to create the conditions to create with you so that you can collectively be much greater than individual efforts would allow, but they are not shy about what they want to accomplish, they have big goals, they want to emancipate women or they want to cure the world. They are not shy of ambition but they are very cognizant of their human limitations and willing to say sorry and reflect on their life trajectory, and they are willing to take the slow and steady long road, which is why the book is called Leadership to Last with an emphasis, so if you look at the cover of the book, the Last is the biggest word.

DJ: Interesting, I didn't notice that.

TK EP2: There are lots of books on leadership so one of the first things Geoff and I asked ourselves was why in heaven's name are we writing another book on leadership, we go to the airport, there's

like 50 books on leadership. And I think the answer to us was at the end of the day those three phrases that I articulated and the fact that we were looking over the very long horizon and this word lasting leadership.

## Reflections from Deepak Jayaraman

DJ: What's interesting is the number of times Humility shows up as a Leadership Trait that is relevant in different contexts, whether it is Leadership to Last or Leadership to create Psychological safety to navigate an uncertain world. Amy Edmondson (AE), also a Professor at Harvard Business School and recently rated as the No.1 Management Thinker in the world for her work on Psychological safety, speaks about three traits that she looks for in leaders and Humility shows up here once again not surprisingly.

*AE: "I am going to say three. Two of them I have already mentioned but then we might have to talk a little bit about how do you measure these because you probably know more about this than I do from a search perspective but the three I am going to say are humility, curiosity and empathy. Now notice, I didn't say brilliance, I didn't say extensive industry experience and all of the rest because I think first of all often there are certain kinds of experience that are just table stakes for you, you are not going to be considered for a job if you have no background that's relevant. And so, I am assuming you have got those. But then humility is that Alan Mullaly's sense of I don't have all the answers and I am confident that if we pull the best minds together with a good process around the table, we will come up with the answers we need, right? So, that's humility. It's a confidence in what we can do rather than what I know."*

DJ: Back to what Tarun says, Audacity of intent and Humility of demeanour can feel like opposing forces but great leaders manage to walk that tight rope effectively. Thank you for listening.

## End of nugget transcription

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Nugget from Amy Edmondson that is referenced: [Traits that drive psychological safety](#).

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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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