

Dear All,

In the last month, we had three significant events:

- a. The Queens funeral
- b. Serena Williams retirement and
- c. Roger Federer's retirement

I think we can learn from all three events, here are some things I picked:

1. The Queen was a beacon of continuity in a rapidly changing world. For the British who saw World War 2, 15 prime ministers, Brexit etc., she offered the hope of continuity and stability. She held the monarchy together even as the nay Sayers were at the gates of Buckingham palace. Her biggest moment came with the way she handled the whole issue of Diana's death by according the ex-princess the credit and the rights of a princess. This was a turning point for the monarchy in British eyes.
2. The queens flight carrying her coffin from Scotland to Northolt was tracked by 5.2 million people, the highest tracking for any plane so far. The previous tracking was Nancy Pelosi's trip to Taiwan and that was 2.2 million people.
3. A quarter of million people waited in long queues of 5 miles length and waited for 24 hours for their turn to pay respect to the queen. No political leader of today can even dream of commanding this type of commitment.
4. The queen represented a collective British identity.
5. The queen's funeral coverage on TV was watched more than the Euro cup football finals!
6. I watched as much as I could of the news. In every interview done with people, the queen came across as courteous, adaptable, with a mind of her own, relevant, and empathetic. I would recommend watching President Obamas tribute to the queen, its straight, honest, and simple, without any glorification.
7. Serena retired as one of the most successful athletes ever. She won 23 grand slam tennis events, the most by any woman in the open era. She had a kid and came back and played.
8. Serena won 84.6% of all her matches even higher than Federer's 81.9%, and she won 4 Olympic Gold medals.
9. Federer played with grace, he was the same in winning or losing a tie. He postponed his retirement announcement so that Serena could do it at the US open.
10. The best tribute was when his fiercest rival Nadal couldn't stop crying at his farewell and left the Laver Cup squad saying "a part of me has gone away"

So how do we look at legacy?

- From elite athletes we learn that we should not overstay, there is a time to say, 'I am done'. From the queen we learn that being steadfast and not reacting wildly is important.
- In business we tend to speak ill of people all the time, that's something we should learn to stop, whether imagined rivals or competitors.
- I have learnt the most from my competition and I always thank them for that. I invited the Motorola CEO, the Samsung CEO to my Nokia office and invited the Coke CEO to my PepsiCo office. All were unheard of events and even today I am friends with all of them. We should remember that we win with the consumer and if we focus on that, other skirmishes on the way can be handled.
- Federer and Serena helped others to grow, to leave a mark.

- We must be honest in helping other to grow be better versions of themselves by telling them the truth. Legacy is when people know that you have been authentic.
- Legacy is also built when the institutional interest is always ahead of narrow personal interest. Unfortunately, in business, this doesn't happen often enough because managers are more insecure today than ever before. A Federer and a Serena were never insecure, they adapted, stayed relevant and played their best. If they lost, they lost to a worthy opponent. Many managers are what I call guts and glory managers they only have guts if there is personal glory attached.
- Individuals like companies fail when they take a short-term approach. The lesson from all three people here is 'take a long-term approach'

Feedback welcome

Shiv