

Two Jobs in One:



**“Leader who is a Researcher” &
“Researcher who is a Leader”**

Nalini P. Kotamraju, Ph.D.
Senior Vice President
Research & Insights, Salesforce





A Bit of Context

Nalini as Researcher



Nalini as Leader ?

“You’re known as a leader who...”

“How are you thinking about your team’s...?”

“We don’t have to do that, do we?
Because we don’t want to do that.”

“What’s your three-year, five-year,
and 10-year long range plan?”



“That’s not fair. Why does the company want us to do that?”

What’s your team vision?

“Your team is not compliant with...”

“We’d love to you serve as a mentor in this program”

“Congratulations, you’ve been selected as a leader for...”

Researching the Leader

Read

Asked

Watched



Solicited advice from 2-3 leaders I respected.

Conducted 360 Feedback on my performance.

Kept a running list of what I admired or not in leaders.

Started saving emails from leaders I respected.

Leaving Disciplines Outside the Door



My Leadership Context

The screenshot shows the Salesforce website's 'What is Salesforce?' page. At the top, there is a navigation bar with the Salesforce logo, links for 'Products', 'Resources', 'Support', 'Company', and 'COVID-19', a search bar, and a 'Login' button. Below this is a yellow banner for 'WORK.COM' with the text 'Discover solutions to help you reopen safely >'. The main content area has a light blue background and features the heading 'What is Salesforce?' followed by a paragraph: 'Salesforce is the world's #1 customer relationship management (CRM) platform. We help your marketing, sales, commerce, service and IT teams work as one from anywhere – so you can keep your customers happy everywhere.' A blue 'WATCH DEMOS' button is centered below the text. A large, semi-transparent dashboard preview is overlaid on the page, showing various analytics charts and tables. The dashboard includes a 'Closed this Quarter' card with '18k', an 'Average Deal Age' card with '267', a 'Closed this Month' card with '7.8k', and a 'Completed Activities' card with '1.5k'. It also features a 'Deals by Segment' donut chart with '2.9k', a 'Monthly sales comparison' bar chart, a 'Month on month sales evolution' table, and a 'Daily sales comparison' line chart. A mobile device preview shows 'Journeys' analytics for 'Loyal Customer', 'Post Purchase', and 'Re-Engagement' with various metrics and goals.



Three Discomforts at the intersection of Researcher & Leader

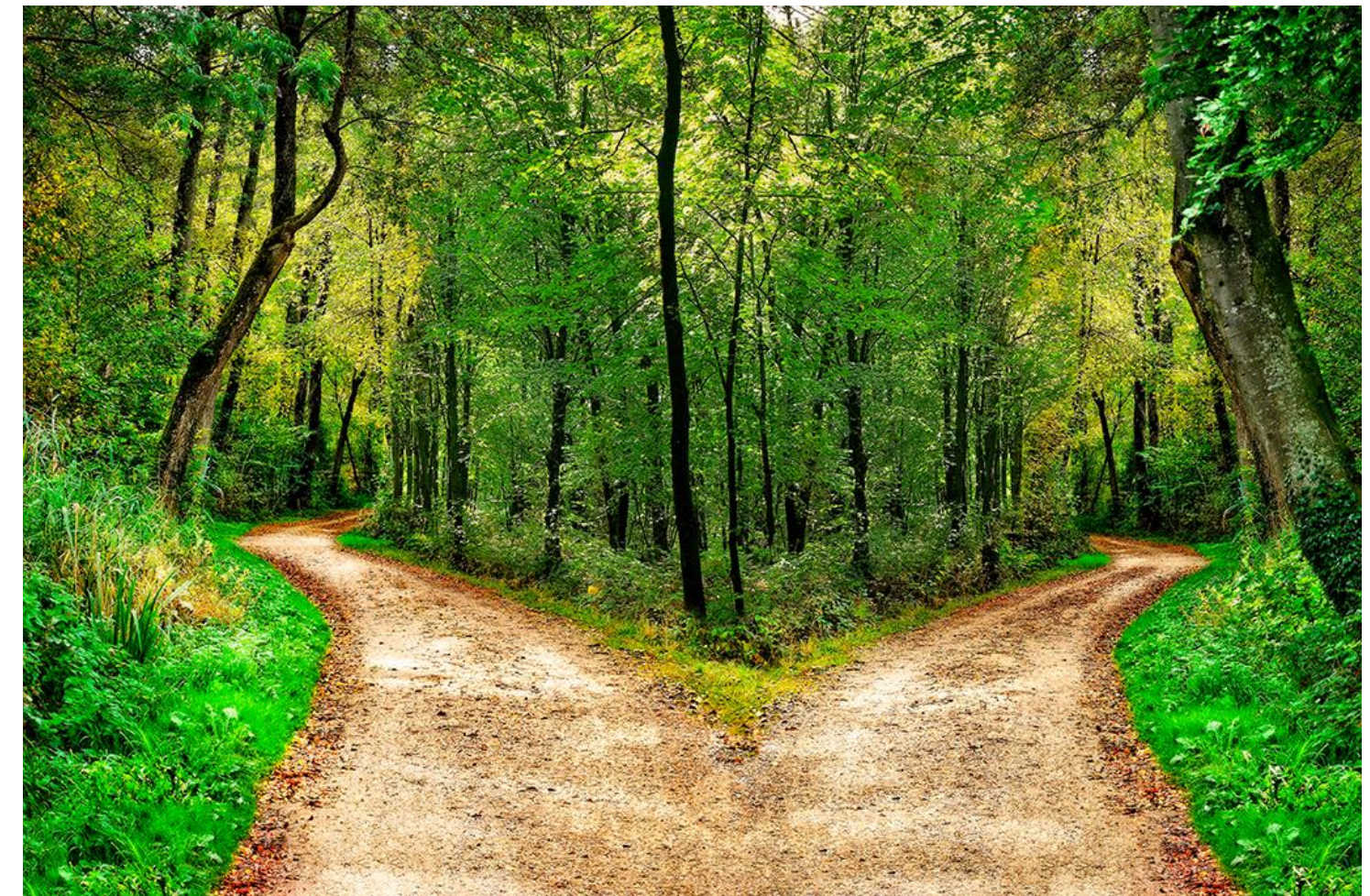
Wait, what am I Leading

Discomfort



Acting on Limited Data

Discomfort



3

Research Run Rampant

Discomfort

salesforce





Conclusion

Three Discomforts

1

**Wait, what
am I leading?**

2

**Acting on
Limited Data**

3

**Research Run
Rampant**



Thank You

& onto Questions