



## PAY IT FORWARD

# Founder insights on building upGrad

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### Be a catalyst.

Empower your employees and allow people who are better than you in certain things the freedom to follow their vision. Make your team win.



## Take disproportionate risks.

Model your decision-making framework to take risks which can lead to outsized outcomes. If you fail, let it be a 1x failure. If you succeed, the outcome should be at least 20x.



#### Perseverance.

You must develop a long-term mindset. Be prepared to stick it out and maintain your self-conviction even in the hard times.



#### Focus.

Multitasking is a myth. Give your full attention to each task at hand.



## Be approachable.

Real communication happens by being approachable, vulnerable, and genuine.



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