



Ascent One Victors  
Consulting



# MindTree Ltd Engagement

ORGL 615 – ORGANIZATIONAL BEHAVIOUR AND THEORY

# Partnering Together to Optimize Value and Analyze Business Performance

CREATING YOUR FUTURE WITH YOU



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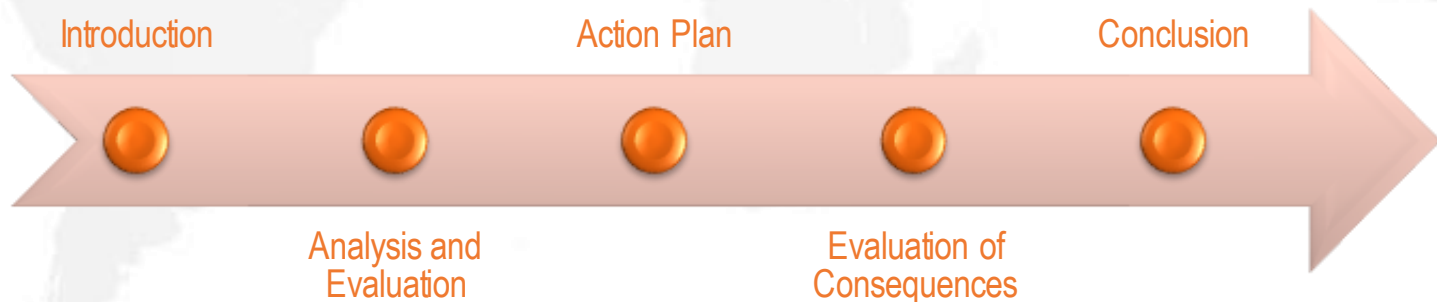


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# Agenda

- Introduction
- Analysis and Evaluation
- Action Plan
- Evaluation of Consequences
- Conclusion



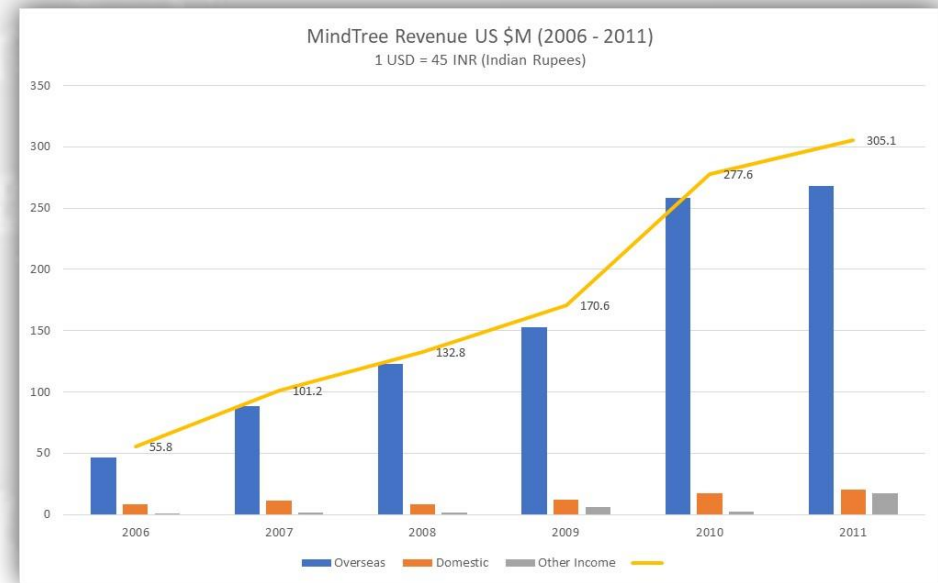
# MindTree Ltd – Company Background



KEY PLAYER IN INDIAN IT-BPO INDUSTRY – MARKETPLACE OF \$72B IN REVENUE, 5.8% OF INDIAN GDP, AND 2.2M EMPLOYEES

## Company Marketplace:

- Voice-Based Services
- Knowledge Process Outsourcing
- IT Services Contract Supplier
- End to End Business Process Outsourcing (BPO)
- Consulting, Research & Development

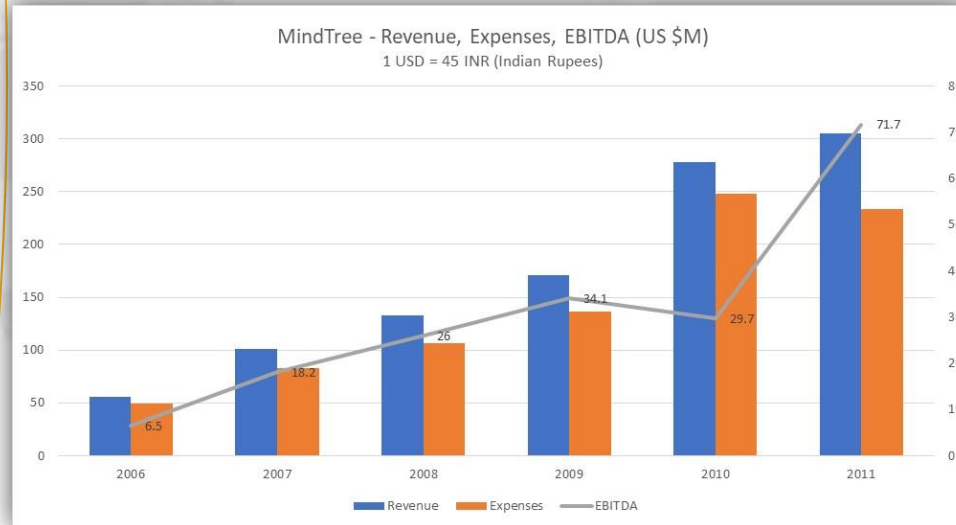


**MindTree Revenue**



# MindTree Ltd – Company Background

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## MindTree Profitability

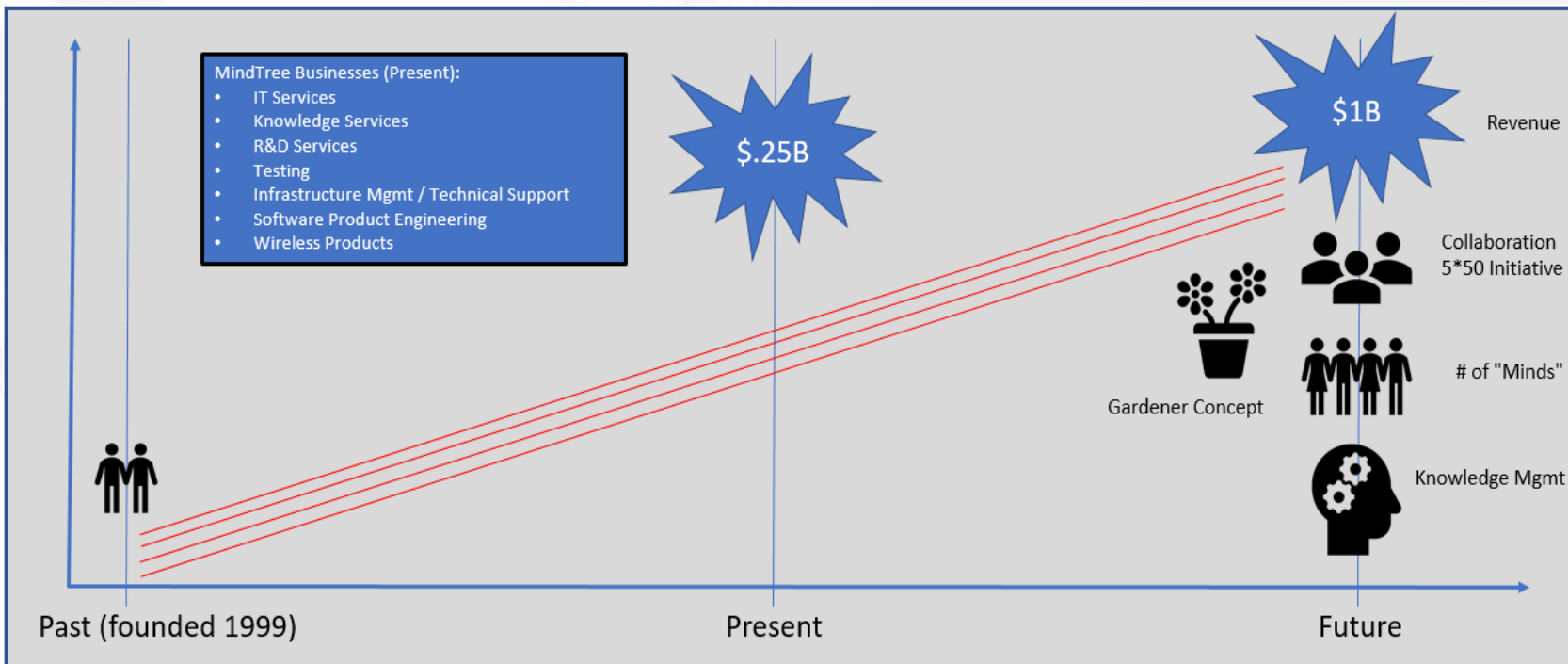
### Competitive Marketplace:

- 6 Known as “Switch Companies”
- Each one with >\$1B in Revenue
- Attracting Talent and Deals from Scale and Reputation
- Key Market Players
  - Wipro
  - Tech Mahindra
  - Infosys Technologies
  - Tata Consultancy Services
  - Cognizent Technology
  - HCL



# MindTree Ltd – Company Background

ASPIRATIONAL GOAL OF BEING A \$1 BILLION REVENUE COMPANY THROUGH KNOWLEDGE MGMT., GROWTH INITIATIVES (5\*50), AND MENTORSHIP PROGRAMS (GARDENER CONCEPT)



Company Timeline  
Behavior over Time



# Analysis and Evaluation

ENGAGED WITH MINDTREE – ASCENT ONE VICTORS CONSULTING REVIEWED AND ANALYSED ASPECTS OF MINDTREE

## Culture and Value

- ✓ What are strengths and weaknesses
- ✓ Emotionally Bonded Organization
- ✓ Collaborative Culture
- ✓ Learning Organization
- ✓ 95-95-95 Principle
- ✓ Culture and Business Performance
- ✓ Culture and Competitive Advantage



Culture and Values

## The Gardener Concept

- ✓ Goals of the Concept
- ✓ Assessment of the Concept
- ✓ Bagchi & and Role in the Concept
- ✓ Sensemaker – Definition
- ✓ Gardener – Only in India?



Gardener Concept



# Analysis and Evaluation

## Knowledge Management (KM)

- ✓ Elements of Knowledge Management
- ✓ Effectiveness of Human Centric Socially Oriented Approach
- ✓ Effectiveness of Knowledge Management in its Entirety



Knowledge Management (KM)

## Communities of Practice (CoP's)

- ✓ What is it?
- ✓ Differentiators from Project Team or Work Group
- ✓ Role of Communities at MindTree & Evaluation
- ✓ KK's Observations
- ✓ Creation, Development, and Sustaining of Communities of Practice
- ✓ Success Factors for Effective Long-Lived CoP's



Communities of Practice (CoP's)

## 5 \* 50 Program

- ✓ 5 \* 50 and Impact on Roles and Responsibilities
- ✓ Knowledge Management and the 5 \* 50 Program
- ✓ Our Recommendations for Response



5 \* 50 Program





# Analysis and Evaluation



Culture and Values



Gardener Concept



Knowledge Management (KM)



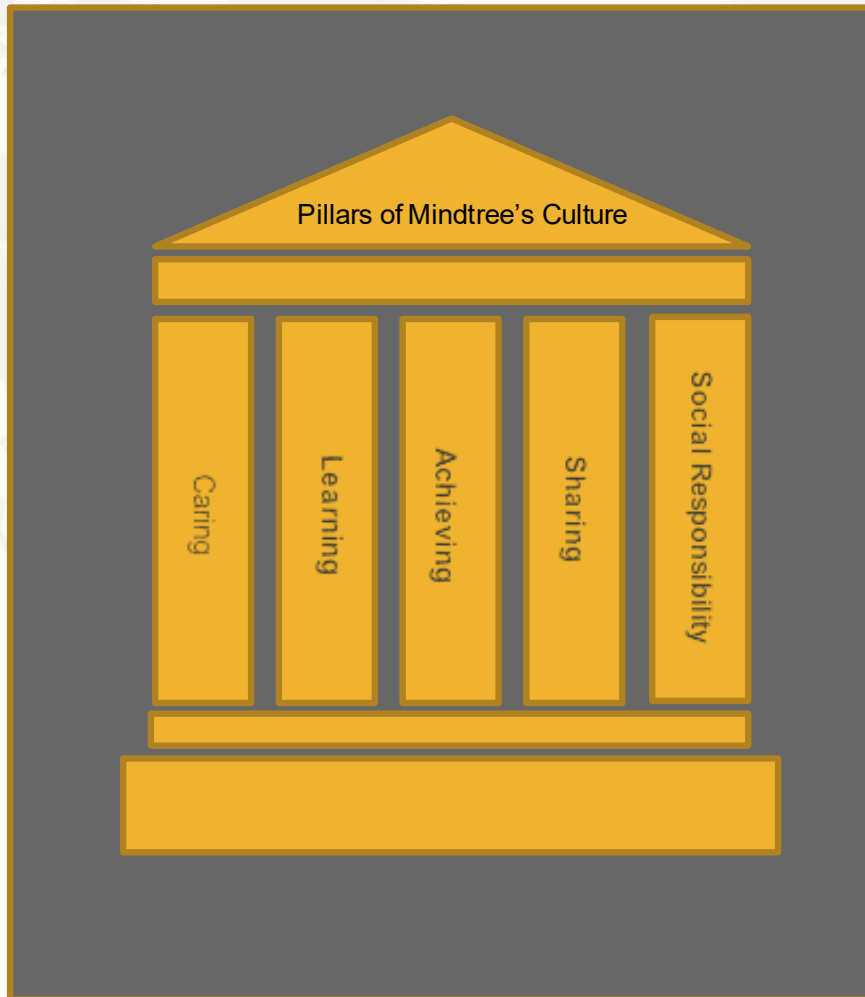
Communities of Practice (CoP's)



5 \* 50 Program

# The Culture at Mindtree

SHARED VISION, GROWTH & DEVELOPMENT, INCLUSION & TRANSPARENCY



Mindtree is one where everyone is involved in the process and this is where they draw their strength.

Mindtree focuses on the **shared vision**, and the idea that they have hired employees who share that vision and are reaching towards the highest level of success.

Some other strengths include the investment they put into their **employees and growing** them as people as well as members of their workforce.

Another strength is their **transparency**, and the use of the **95-95-95** principle, which lets employees know where their work is going and how it effects the company as a whole.

Mindtree also prides itself on being an organization that is **constantly looking to improve**, and improvements cannot be made without testing the limits, and experimenting past the comfort zone.

# Strengths and Opportunities at Mindtree

## CULTURE AND VALUES



### Strengths

- ❖ CLASS Value System
- ❖ Strong emphasis on growth of staff
- ❖ "5\*50"
- ❖ Everyone is heard and has the chance to see where their work is going in terms of the progress of the company
- ❖ Willingness to receive feedback and grow from mistakes.
- ❖ 95-95-95 Method

### Opportunities

- ❖ Not all employees will have the same level of engagement, some just look at working at Mindtree as a job.
- ❖ Lack of specialized focus on one initiative, possibly leading to the company spreading far too thin.
- ❖ Hyper focus on knowledge management
- ❖ Lack of oversight of the Gardener method.



# Analysis and Evaluation



Culture and Values



Gardener Concept



Knowledge Management (KM)



Communities of Practice (CoP's)



5 \* 50 Program

# The Gardener Concept

A THREE PRONG LEADERSHIP DEVELOPMENT PROCESS



# Casual Loop Diagram

THE GARDENER CONCEPT

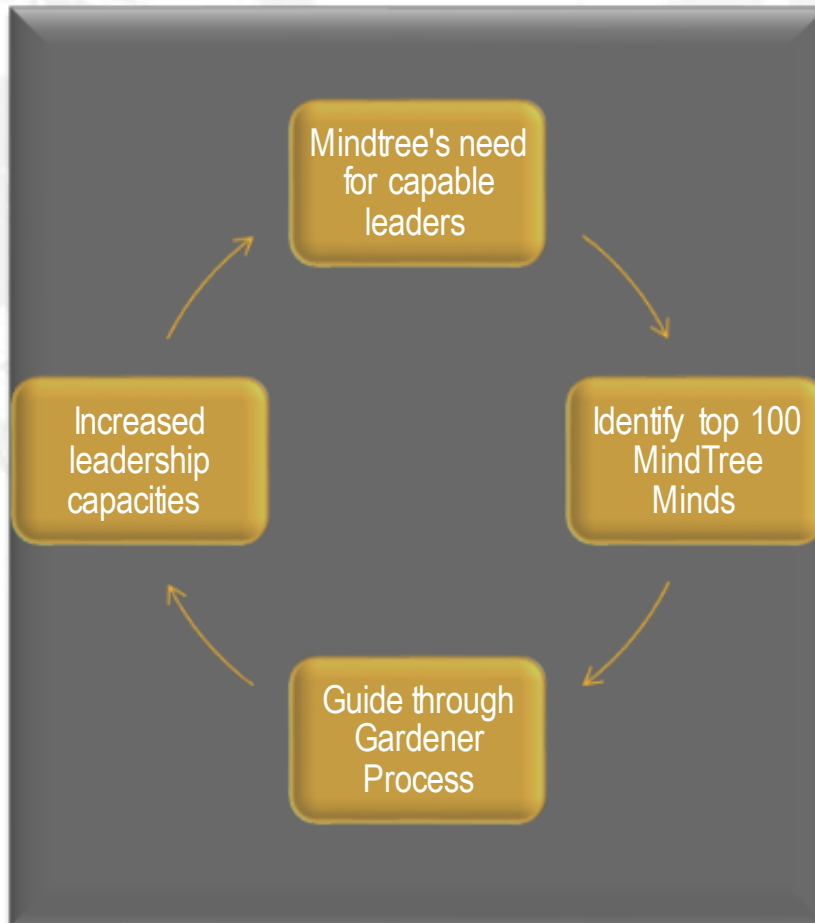


# The Gardener Concept

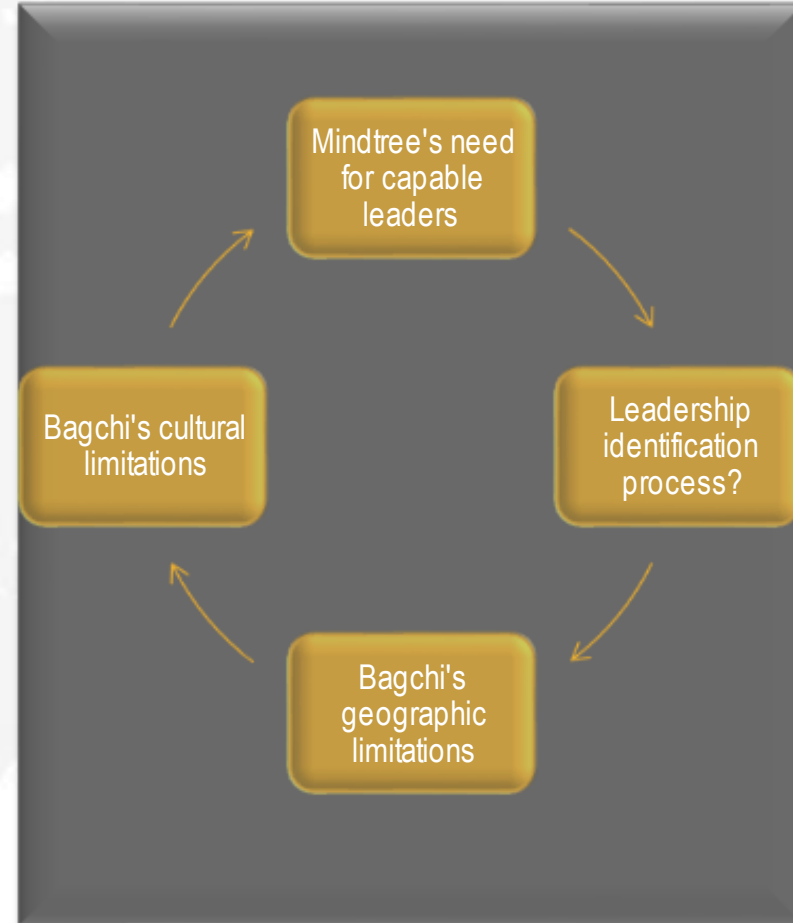
A BALANCING ACT



CLD of Gardener Concept: Reinforcing



CLD of Gardener Concept: Balancing





# Analysis and Evaluation



Culture and Values



Gardener Concept



Knowledge Management (KM)



Communities of Practice (CoP's)



5 \* 50 Program



# What is Knowledge Management?

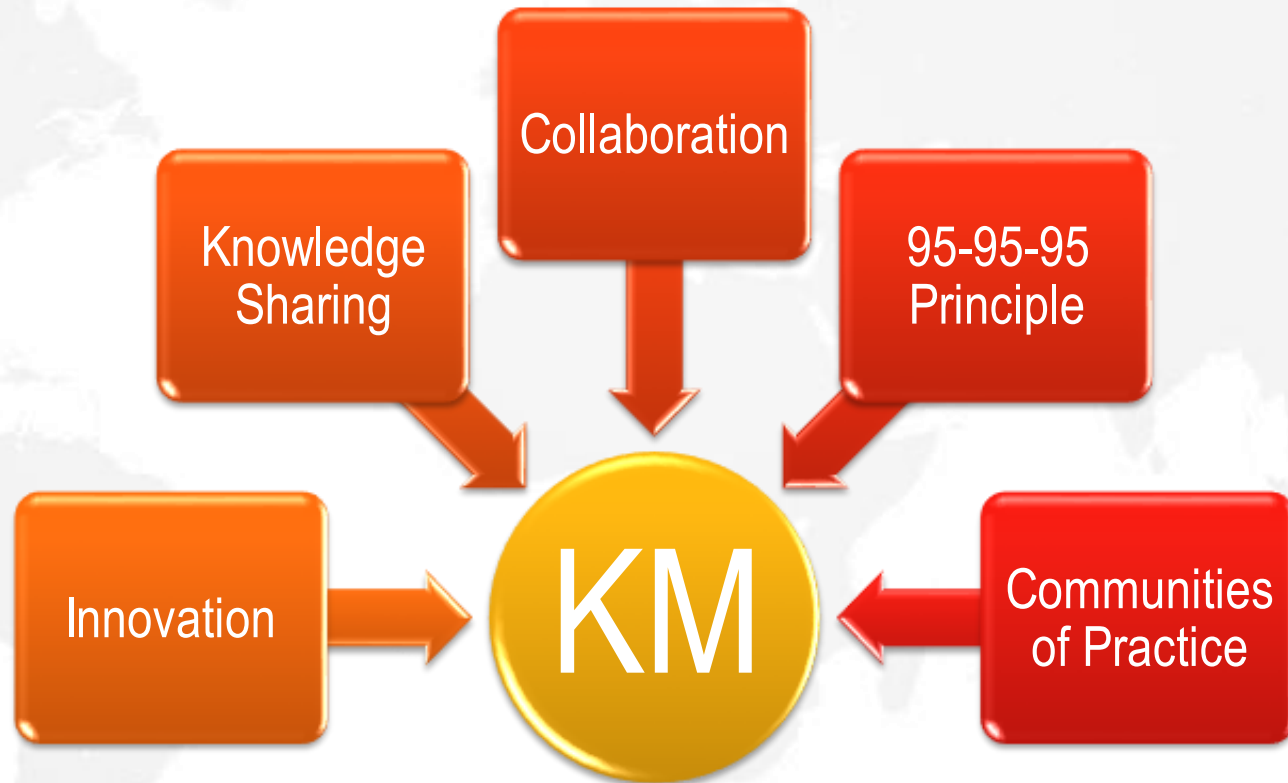


- An organizational discipline that ensures information is shared among everyone.
- The process of systematically analyzing information to get the most out of knowledge resources.
- A key element in promoting a shared culture of trust that enables people to create a process for joint learning and innovation.



# Knowledge Management

SNAPSHOT



# Can Knowledge Management be Human Centric?



Creating an environment where people can share knowledge to promote innovation collaboratively through a group process would be a better approach at mending cultural differences. The social aspect would provide a more cohesive work culture because creativity and knowledge sharing increases organizational efficiency

If you are to express different philosophies of truth, then a human-centric approach would not be the best method

# Strengths and Opportunities at Mindtree

## KNOWLEDGE MANAGEMENT



### Strengths

- ❖ Communities of practice creates connection between people
- ❖ Improved business processes
- ❖ An effective way to circulate information throughout an organization
- ❖ Quicker decision making that leads to increased rate of innovation

### Opportunities

- ❖ Motivating people to share information
- ❖ Aligning KM to the overall business strategy
- ❖ Understanding how to incorporate new KM technologies into existing processes
- ❖ Process to manage how information is located



# Analysis and Evaluation



Culture and Values



Gardener Concept



Knowledge Management (KM)



Communities of Practice (CoP's)



5 \* 50 Program

# What is Communities of Practice



A SYSTEM OR PROCESS THAT ALLOWS A GROUP OF INDIVIDUALS WITH SHARED INTEREST TO GATHER AND FORM A COMMUNITY, WHERE KNOWLEDGE SHARING AND COLLABORATION CAN OCCUR.



# Community of Practice

THE COMMUNITY MATURITY MODEL



# Communities of Practice

ENABLES KNOWLEDGE SHARING AND COLLABORATION





# Communities of Practice



## Strengths

- ❖ Creates connection between people
- ❖ Motivating people to share information
- ❖ Allows input in overall decisions

## Opportunities

- ❖ Challenging to sustain communities
- ❖ No metric to measure effectiveness



# Analysis and Evaluation



Culture and Values



Gardener Concept



Knowledge Management (KM)



Communities of Practice (CoP's)



5 \* 50 Program



# 5\*50 – Knowledge Management

## ANALYSIS AND EVALUATION (CURRENT)

System/Staff	Role/Responsibility	5*50 Role/Responsibility	Evaluation
Knowledge Management System	"Help people perform their jobs better and develop themselves"- Datta	<ul style="list-style-type: none"><li>• Fosters creativity and innovation</li><li>• IT support</li></ul>	<ul style="list-style-type: none"><li>• Critical in idea/creative process and feedback loops</li><li>• Lacks system for business development and analytics tracking</li></ul>
Personnel	Ensure KM functions run efficiently and effectively	<ul style="list-style-type: none"><li>• Encourage creativity, invention, and innovation</li><li>• IT support</li></ul>	<ul style="list-style-type: none"><li>• 1 staff member working with 5*50</li><li>• 10 staff members working on IT</li><li>• Not enough staff to properly manage expected growth</li></ul>

# 5\*50 – Knowledge Management

ANALYSIS AND EVALUATION: NEURON SYSTEM ANALYSIS  
IDEA NURTURING SYSTEM



## Strengths

- ❖ Encouraged open collaboration and feedback
- ❖ Promotes 95-95-95 principal
- ❖ Promotes continued individual and organizational learning

## Opportunities

- ❖ Does not track analytics
- ❖ Not designed to track business development

# 5\*50 – Knowledge Management



## ANALYSIS AND EVALUATION (FUTURE)

**Final Evaluation:** With Neuron, KM has the proper system to ensure continued innovation, creativity and learning, but KM is not the right group to solely support 5\*50. Partnership with other systems needs to take place to ensure 5\*50 business success.

System/Staff	Evaluation	Action Plan
Knowledge Management System	<ul style="list-style-type: none"><li>• Critical in idea/creative process and feedback loops</li><li>• Lacks business development systems tracking</li></ul>	<ul style="list-style-type: none"><li>• Use Neuron as main system for the creative process</li><li>• Establish 5*50 specific feedback loops to continue learning/growth</li><li>• Partner with system to track business development, customer satisfaction, and analytics</li></ul>
Personnel	<ul style="list-style-type: none"><li>• 1 staff member working with 5*50</li><li>• 10 staff members working on IT</li><li>• Not enough staff to properly manage expected growth</li></ul>	<ul style="list-style-type: none"><li>• Hire additional staff to continue to encourage creativity, innovation, and invention</li><li>• Hire additional IT staff to ensure Datta's current team is not over burdened by 5 new businesses</li></ul>

# Action Plan: Recommendations



Recommendations	
<b>Culture and Values</b>	<ul style="list-style-type: none"><li>• Mindtree prides itself on getting better. Home in on aspects they would like to improve –such as the 5*50 concept, as well as ensuring that all employees are on board for the upward movement of the organization</li><li>• In light of ongoing KM efforts, narrow the scope to just employee development in order to reach optimal success</li></ul>
<b>The Gardener Concept</b>	<ul style="list-style-type: none"><li>• Focus on developing leaders at a Level Two relationship level. Create a team of internal consultants to accomplish the following: Overcome the cultural and geographic limitations of Bagchi.</li><li>• Be able to exponentially grow leaders throughout the MindTree universe</li></ul>
<b>Knowledge Management</b>	<ul style="list-style-type: none"><li>• Develop KM as a mainstream workflow process designed around how people work and engage with others.</li><li>• Implement using a lifecycle approach based on strategic planning designed to create a culture revolution.</li><li>• Ensure KM software provides a simplified and consistent process to facilitate organizational learning.</li></ul>
<b>Communities of Practice</b>	<ul style="list-style-type: none"><li>• Set minimum standards for communities.</li><li>• Create a metric system to measure effectiveness</li></ul>
<b>5*50 Program</b>	<ul style="list-style-type: none"><li>• Hire additional KM staff to support expected business expansions</li><li>• Partner KM with another system to properly handle business development, analytics, and customer satisfaction</li></ul>

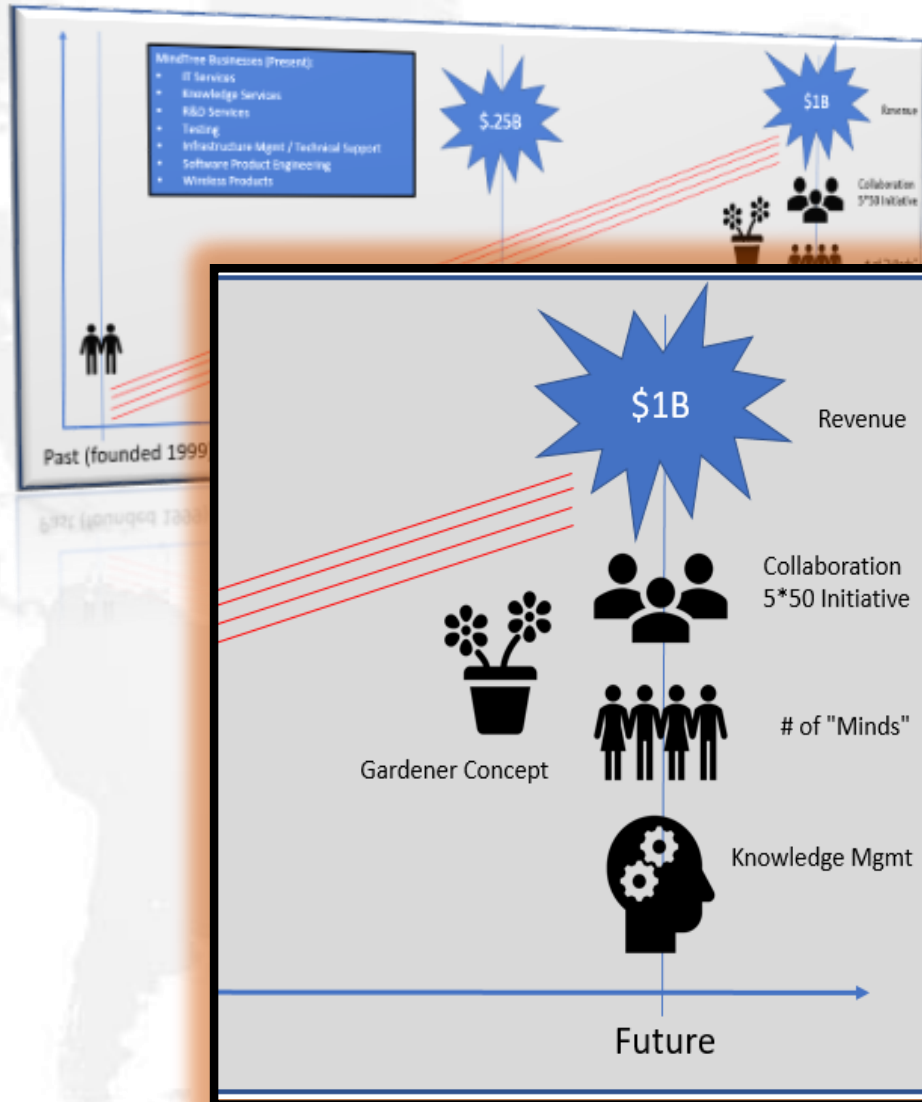
# Evaluation of Consequences

Consequence	Reasoning	Expected Final Outcome
Increased Administration Costs	With an increase in KM Staff, initial expenses will be needed.	This will level out after 5 new businesses are launched.
Initial Loss of Shared Vision	With a narrowing of values to optimize success, Minds that lose the value that they identify most with might be lost at first.	With a continued effort into collaboration and individual learning, Minds will realign.
Decrease in Morale	A change in systems or processes can cause an initially decrease in morale among Minds that work directly within those	Continued open communication and feedback regarding the changes will cultivate morale as Minds feel heard and involved.



# Long Term Goals

## IMPLEMENTATION OF RECOMMENDATIONS DRIVES:



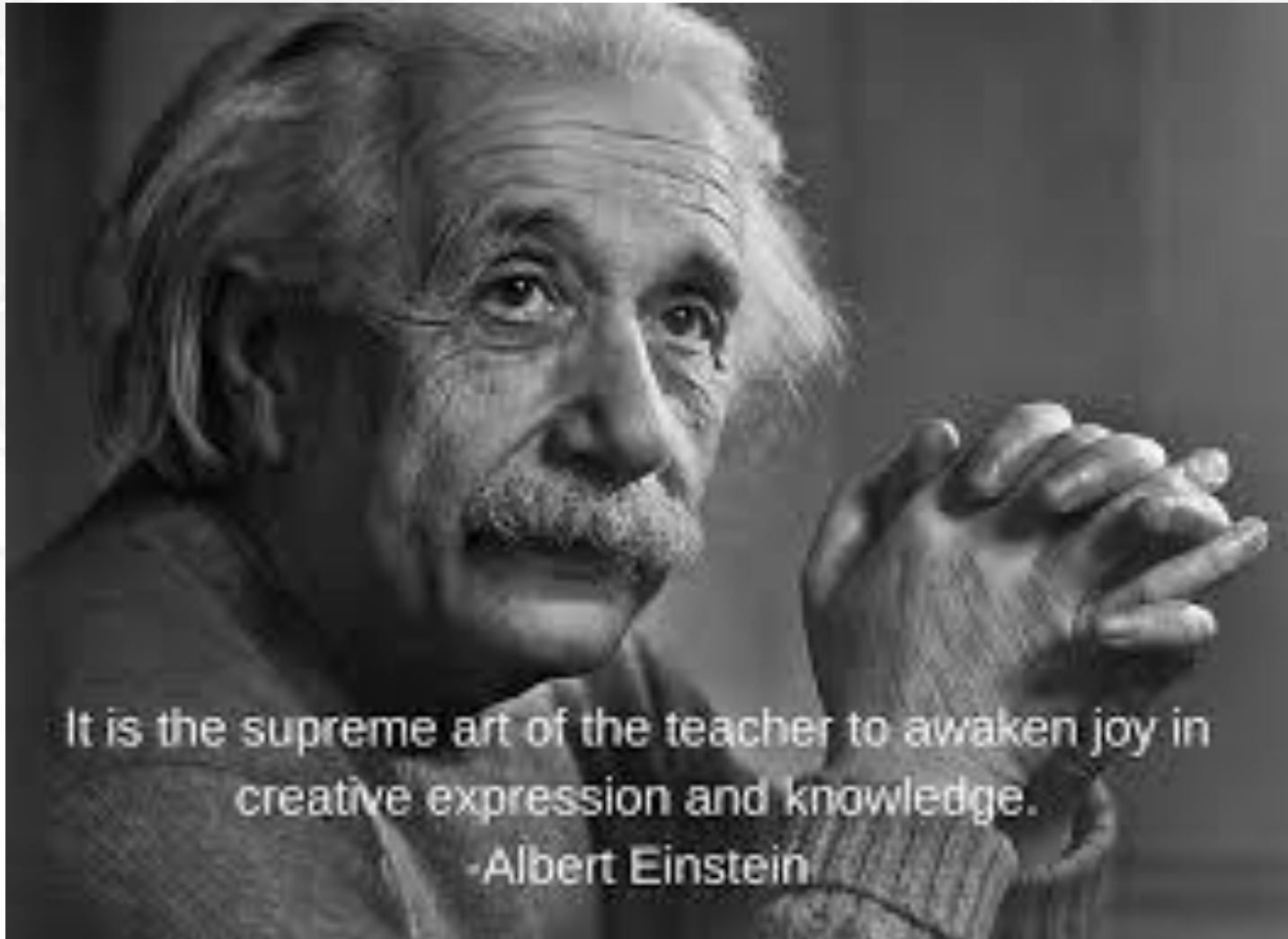
- Alignment and collaboration of a shared vision at MindTree
- Enables Meeting Revenue Targets
  - Identifies and Grows Five New Business Ventures
- Partnership with Neuron System and data analysis
- Leadership successor identification process
- Engaged communities
- Engaged, satisfied, and motivated employees



# Conclusions



Conclusion	
<b>Culture and Values</b>	<ul style="list-style-type: none"><li>• Mindtree is a people first organization which prioritizes growth as much as success</li><li>• The company operates like a tree with the shared values of (CLASS) Caring, Learning, Achieving, Sharing and Social Responsibility (CLASS)</li><li>• From this base, the company draws their strength and vision</li><li>• Maintains a sensational job of growing employees and making work better</li></ul>
<b>The Gardener Concept</b>	<ul style="list-style-type: none"><li>• The Gardening concept is consistent with modern consulting practices in many ways and differs in others</li><li>• The Gardener Process is consistent with the growth mindset culture of MindTree where knowledge and collaboration hold high status</li><li>• The identification and growing of leaders is essential for Mindtree's growth goals, including the 5*50 initiative</li></ul>
<b>Knowledge Management</b>	<ul style="list-style-type: none"><li>• Cultivates positive attitude towards knowledge sharing</li><li>• KM is a responsive strategy to manage shared values within diverse culture driven organizations</li><li>• KM alliance fosters organizational capabilities</li></ul>
<b>Communities of Practice</b>	<ul style="list-style-type: none"><li>• Enables Knowledge Sharing and Collaboration</li></ul>
<b>5*50 Program</b>	<ul style="list-style-type: none"><li>• KM will still support innovation, invention and creativity for the 5*50 initiative</li><li>• KM will still provide IT support</li><li>• Neuron system is already in place to properly handle the innovation needed</li><li>• KM not solely the right group to support 5*50</li></ul>



It is the supreme art of the teacher to awaken joy in creative expression and knowledge.

-Albert Einstein

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