



# MINDTREE FOCUSES ON BUILDING NEW AGE LEADERSHIP

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CASE STUDY

## CONTEXT

Mindtree Limited, a Larsen and Toubro company, is an Indian multinational information technology and outsourcing company headquartered in Bangalore, India. The organization operates in the areas of e-commerce, mobile applications, cloud computing, digital transformation, data analytics, enterprise application integration and enterprise resource planning. Mindtree's 21,000 strong workforce serves 339 active clients from 43 offices in 18 countries.

Mindtree's key focus area is on growing digital business. Their digital strategy framework help their customers to think how to



Re-imagine  
customer  
experience



Create unique  
value proposition  
by leveraging  
ecosystems



Promote faster  
time to market



Leverage data  
to create a more  
efficient workforce

## NEED

Over 90% of Mindtree's workforce is engaged in the technology business. To align their middle managers to this strategy requires a fundamental shift in the mindset and ways of working – A Digital Reset. The following were the core focus areas for the program:

- Understand emerging business models in the digital era, embrace new trends in the industry/domain that they operate in
- Identify growth opportunities and develop a business case with a clear value proposition
- Think beyond the current capabilities of the organization and come up with a unique value proposition by leveraging their ecosystem's capabilities
- Articulate a compelling business proposition to the stakeholders to get their buy in by way of storytelling
- Bring a data-first mindset while dealing with requirements (both stated and unstated) from the customers

## SOLUTION

Mindtree partnered with KNOLSKAPE to co-create and co-design a learning program called 'Digital Reset'. This program was focused on bringing about a mindset shift in 50 of their middle managers while managing customers in the digital age.

The 60-day action plan for this program included a:



### 2-day Master class on Digital BLUR™ framework

Focused on helping managers understand different digital leadership personas, namely Networked and Sense-making Leadership. Industry case studies, quizzes, simulations, presentations, and discussions supported the learning experience.



### 21-day habit building continuous learning project

To help learners apply learning at their workplace. Participants had to identify a problem statement aligned to their work and arrive at a possible solution by:

- Building and leveraging their internal and external network
- Having a data-driven approach and coming up with a solution pitch to the panel

During the habit formation phase, participants had the support from both internal Mindtree coaches and KNOLSKAPE coaches to develop the following habits:

- Developing data-driven decision-making capabilities
- Building strategic networks
- Practicing storytelling with data



### Group Project Presentation

Final Panel Presentation to Mindtree leaders

- Understand the root cause of the problem by analyzing data from multiple sources
- Build networks to gain an outside-in perspective and identify best practices if any
- Present their solutions with a compelling story by leveraging the power of data and ecosystems

## IMPACT



### Reaction:

Overall, participants rated the program an **4.3/5**



### Learning:

Participants were able to apply their learning through the habit formation phase by working with both internal and external coaches to get both domain expertise and outside-in perspective.



### Results:

Participants identified a real workplace problem and presented solutions that were anchored around improving **operational efficiencies, growth opportunities and new value drivers**.

*"The learning industry is going through a transformation since the last 4-5 years. Content is freely available online. In the way that we deliver learning to our employees, we don't want heavily concepts driven programs, but programs that are more experiential in nature.*

*KNOLSKAPE was among the first few to jump into this bandwagon of simulation-based learning. Since then, they have constantly been evolving and trying new things. They started with simulations. Then they came up with Digital BLUR and now they're working on self-paced simulations. Continuous improvement and innovation are KNOLSKAPE's USP and what is making us engage with them for a long time. There is also a level of professionalism that they interact with. That way, we have never faced a challenge of things not going per plan. There is a clear commitment to the way they work."*



### Deepa Krishna

Program Director - Leadership Development & Diversity and Inclusion  
Mindtree



# Digital BLUR™ ACADEMY

The KNOLSKAPE Digital BLUR™ Academy is based on the concept of Digital BLUR™, and caters to one of the most crucial elements of an organization’s digital transformation process. The end-to-end suite of programs is designed to help build a comprehensive digital culture, as well as develop digital mindsets and capabilities across the organization.

## DIGITAL ASSESSMENTS

The Digital Age is upon us and thriving. Are your employees digitally aware and your leaders ready to manage the disruptions? Assess them and find out!

## DIGITAL AWARENESS

Digital is more than just technology. Digital refers to the ways in which technology is used to create value, across functions. Understand the digital age, its disruptive technology trends, and their impact on organizational culture. Become aware, become successful!

## DIGITAL STRATEGY

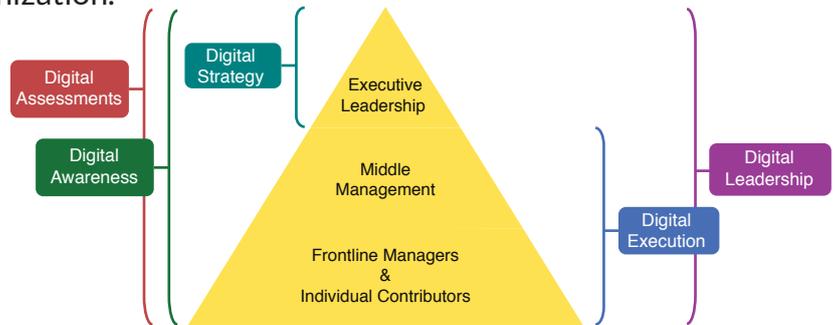
Digital is completely reorganizing the business ecosystem, necessitating leaders to incorporate data, agility and design-thinking to redefine strategies and business models. Employ KNOLSKAPE’s LEAP-FROG framework to identify what to create, reduce, reuse and stop doing as part of the digital strategy.

## DIGITAL EXECUTION

Execution is a key focus in ensuring the organization’s exponential growth in the digital age, and requires a different mindset to implement. Develop execution excellence at scale.

## DIGITAL LEADERSHIP

Automation of work, and business model disruptions seek leaders who can create a vision of change, be agile, work fast, are hyperaware and engaged. Anything short of these capabilities present critical challenges for leaders’ survival. Don’t be obsolete!



## ABOUT KNOLSKAPE

KNOLSKAPE is one of the fastest growing experiential learning tech companies in the world. KNOLSKAPE accelerates employee growth and Development using an award-winning portfolio of simulations and in-depth talent analytics. KNOLSKAPE is a 110+ strong team with offices in Singapore, India, Malaysia, and USA serving a rapidly growing global client base across industries such as banking and finance, consulting, IT, FMCG, retail, manufacturing, infrastructure, pharmaceuticals, engineering, auto, government and academia. KNOLSKAPE is a global Top 20 gamification company, recipient of Brandon Hall awards, and has been recognized as a company to watch for in the Talent Management Space, by Frost & Sullivan, and as a disruptor in the learning space, by Bersin by Deloitte.