



CHANGE LEADERSHIP

Toughest
leadership role

PRADEEP
HENRY

Let's-do-more-of-the-same

→ everyone supports you

Let's-change-things

→ everyone attacks you

LEADING CHANGE IS TOUGHER & DIFFERENT

I've led 3 successful transformations



2008: I took the “Leading Strategic Growth & Change” executive education program at Columbia Business School NYC

Cognizant's
software practice
was

TECH CENTRIC

The new venture
could only win
projects rejected by
competitors

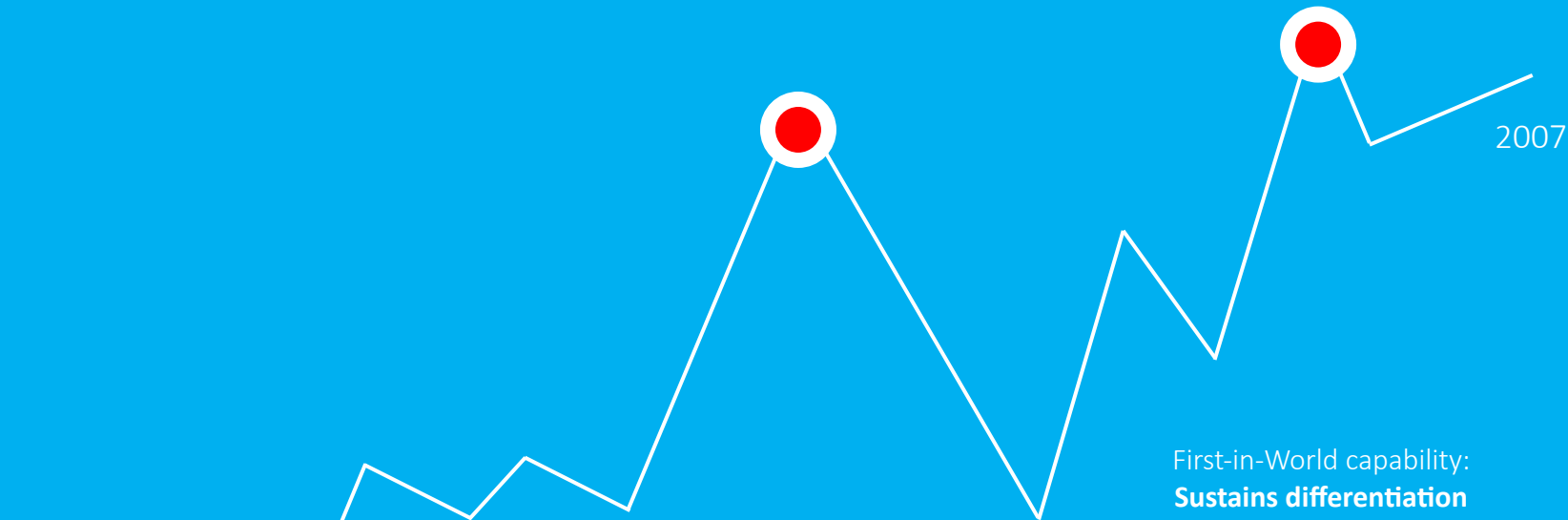
1996



2007



1996



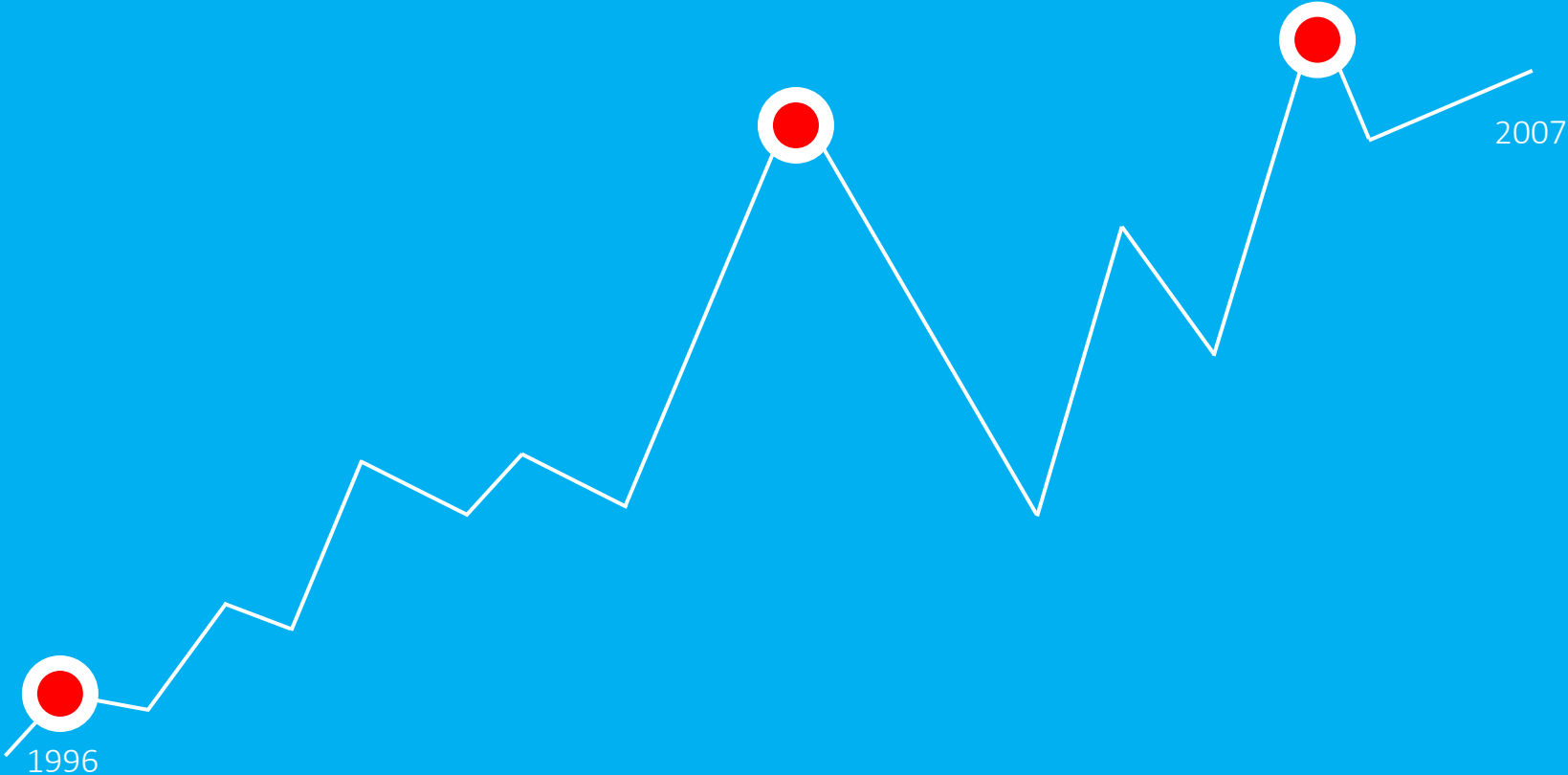
Software practice transformed to

BUSINESS CENTRIC

2007

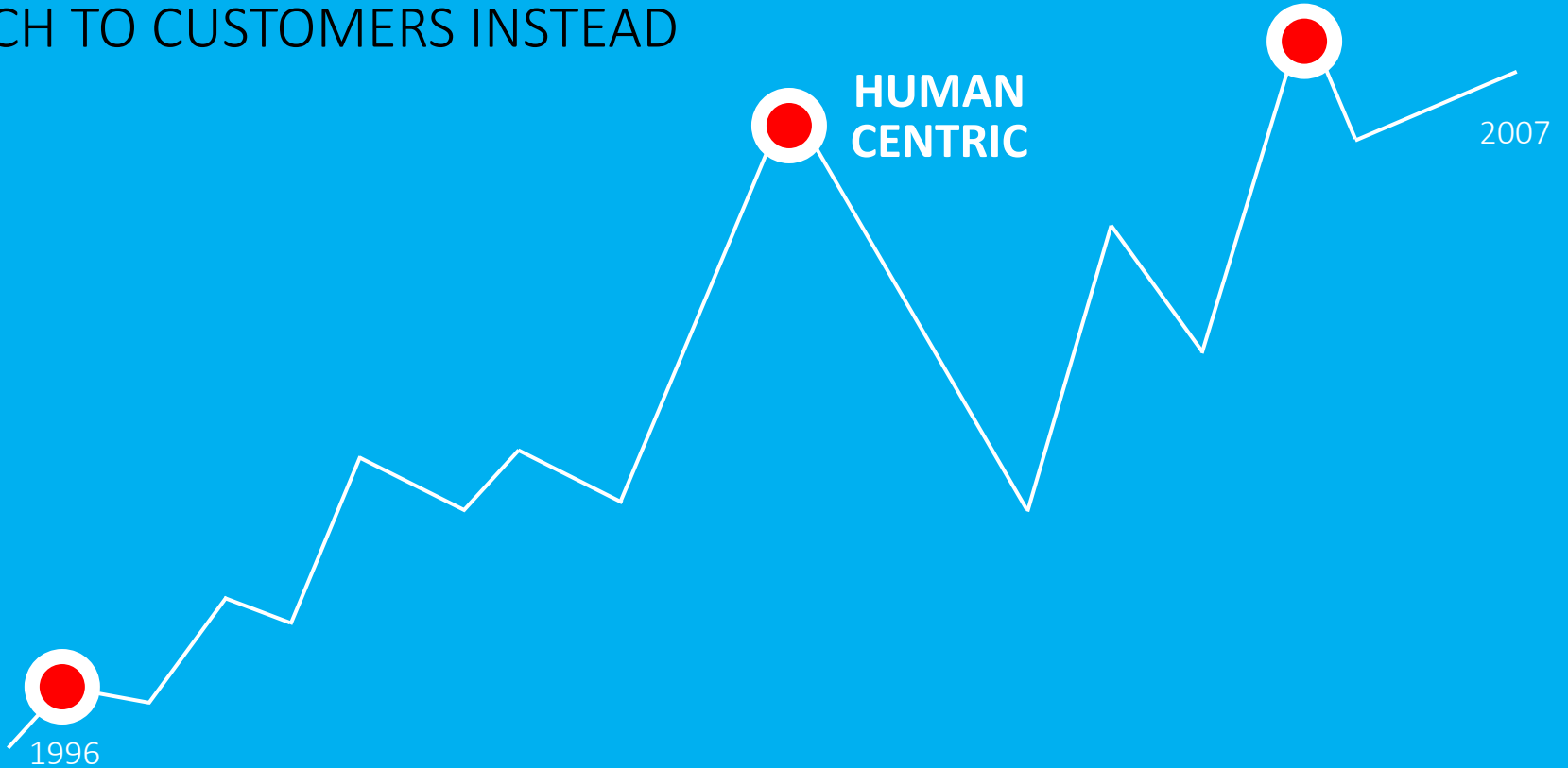
First-in-World capability:
Sustains differentiation
and accelerates growth

How did these transformations gain acceptance into almost 500 projects? Each transformation produced **new business results – for both Cognizant & customers**



What was my strategy?

**SKIP PROJECT MANAGERS,
PITCH TO CUSTOMERS INSTEAD**

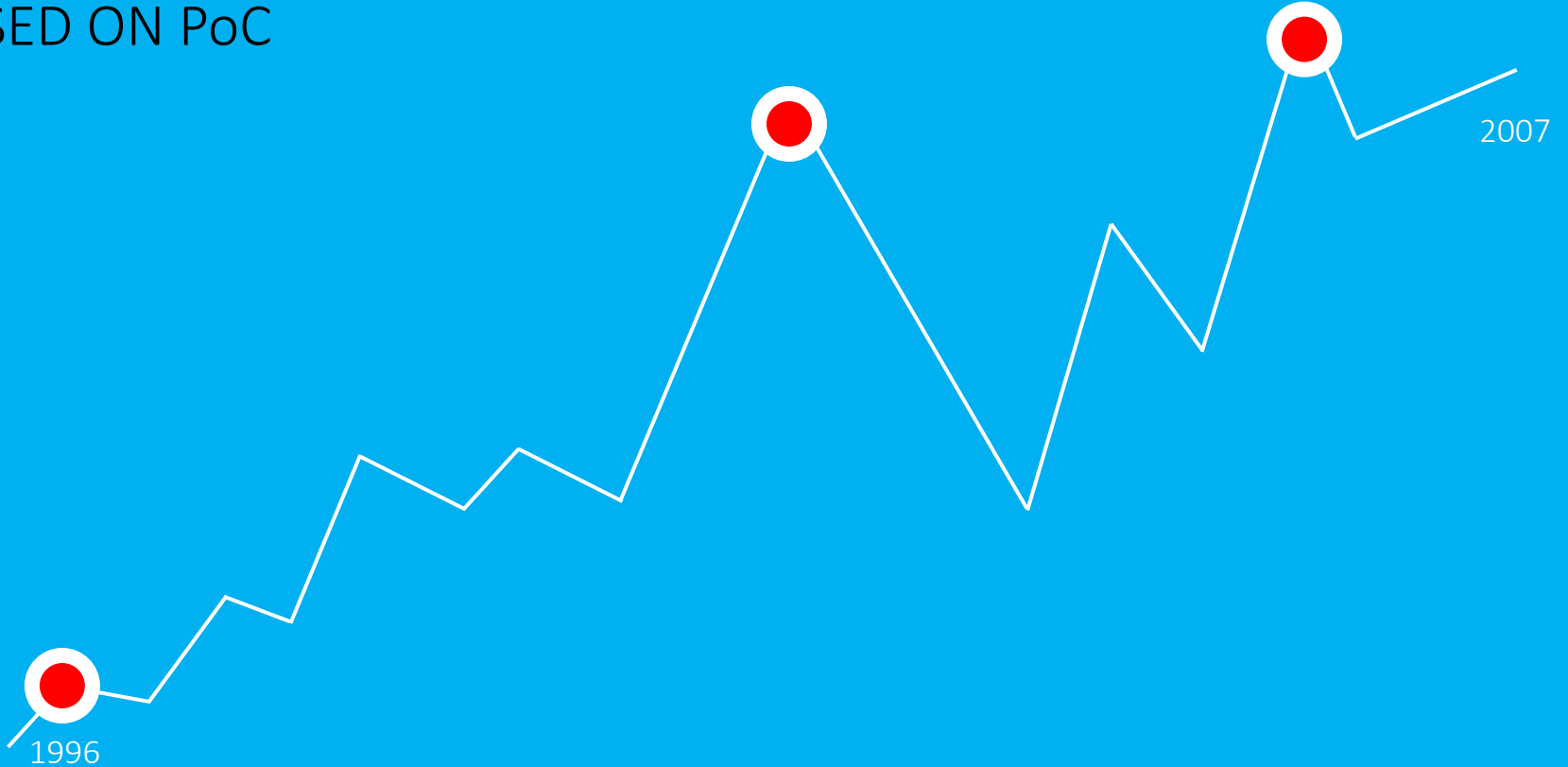


What was my strategy?

FRONT-LOAD RESULTS

BASED ON PoC

**BUSINESS
CENTRIC**



Thanks to my team and to all the other contributors,
the mid-90s venture became a flying Ferrari



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