



1996-2007:
Transformed Cognizant's
software practice
from tech-centric to
human-centric to
business-centric

Change

LEADERSHIP

What was my strategy?

P R A D E E P
H E N R Y
●

With its

TECH CENTRIC

software practice,
Cognizant
was only able to
get projects
rejected by
competitors

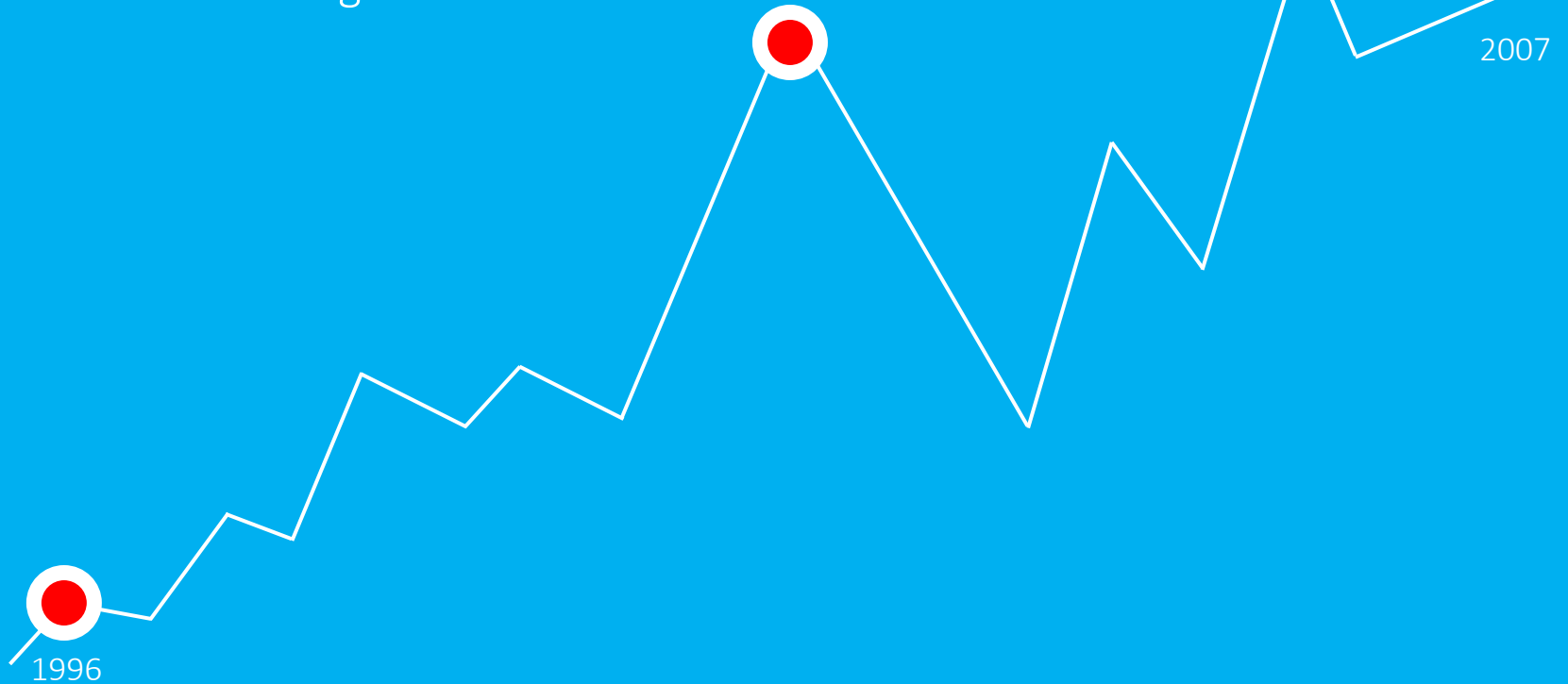


2007

I turned the practice

HUMAN CENTRIC

The first-in-India practice differentiates Cognizant
and gives initial traction to the new venture



Transforming to human-centric was a challenge, but I had already learned the human-centric method at University of California, Berkeley

Then I turned the practice

BUSINESS CENTRIC

The first-in-World practice sustains differentiation
& accelerates growth



Transforming to business-centric wasn't just a challenge, it was a miracle

In weekly Knowledge sessions, my team discussed not only human factors, but CIO perspectives and business... So, they were prepared to move up

I innovated a business process centric method (PCD) for user interface design

To our change-resisting colleagues, we were still within the UI discipline



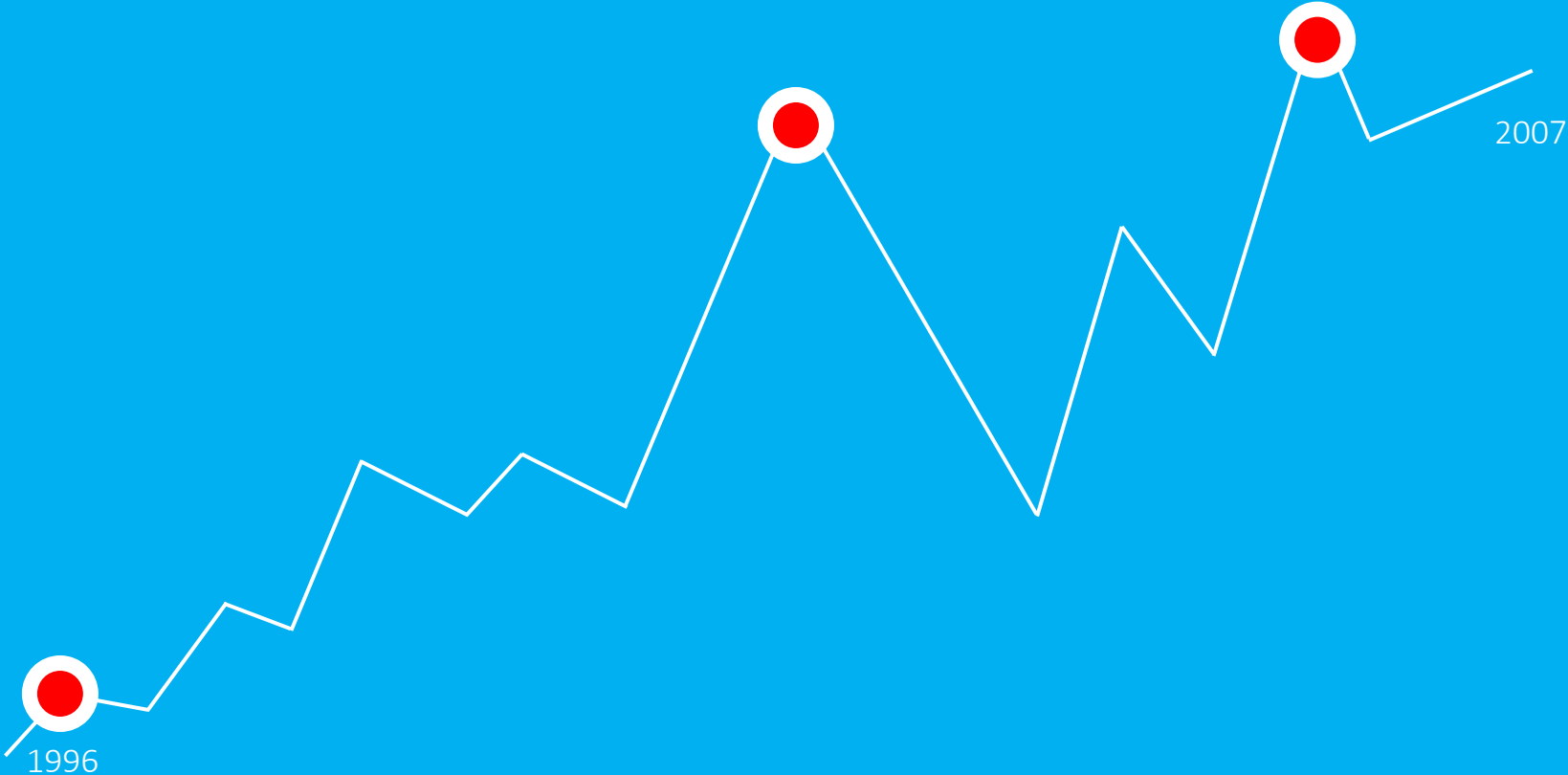
That way, PCD turned out to be a bridge – allowing a smooth transition from UI to Business!

Then I innovated a method to blend business and technology (PET)

PET helped complete the Vision set by leadership in 1996:

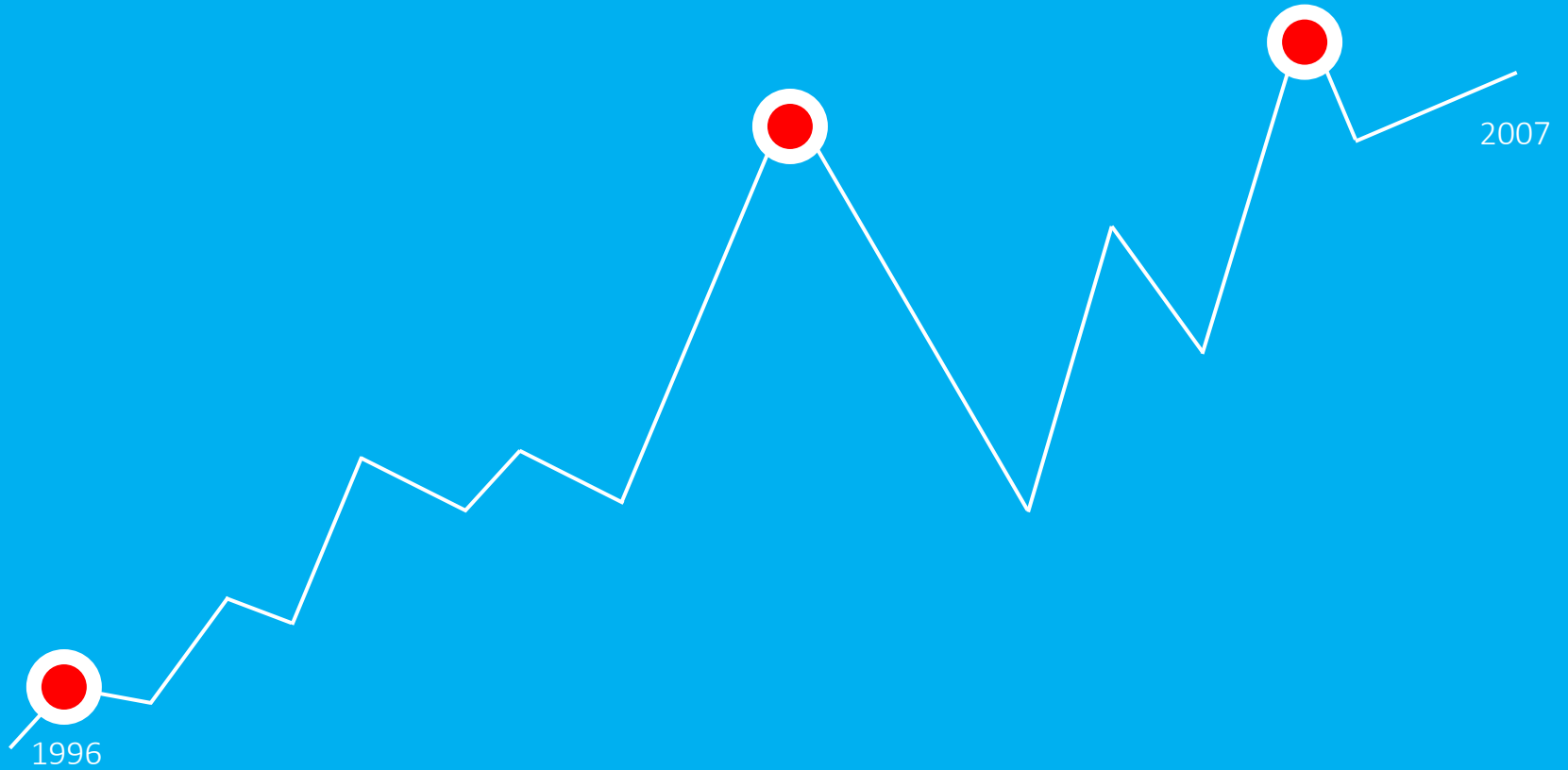
“Differentiate Cognizant thru usability & business value”

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 permissions, Frontload results



WHAT THAT MEANS

After agreeing to deliver **review comments** on a user interface,
we instead delivered an alternative **design**
plus **predicted results**

LATER

After agreeing to deliver a **user interface design**,
we instead delivered an alternative **business design**
plus **predicted results**

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



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PRADEEP
HENRY