

Celebrating 30 years of
extraordinary impact

/thoughtworks



My thoughtworkings

Guiding thoughts that work for me



by

Kuldeep Singh

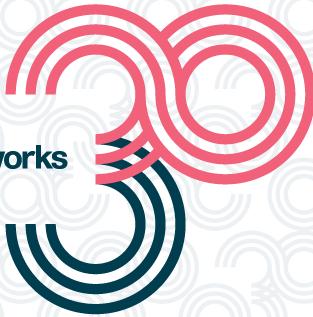
Engineering Director | Head of XR Practice

thinkkuldeep.com | medium.com/xrpractices

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In celebration of Thoughtworks' 30th anniversary, I am excited to launch this eBook featuring **guiding thoughts from a diverse set of 30 thoughtworkers**. These thoughts have resonated with me and shaped my journey within the organization and life.

As I reflect on my own **fifth anniversary at Thoughtworks**, I am grateful for the wealth of knowledge and experiences shared by my colleagues. This eBook serves as a testament to the collective wisdom and inspiring insights that have enriched our work and inspired us to push the boundaries of innovation.

I believe this compilation of thoughts will not only serve as a personal reflection but also as a valuable resource for others on their own professional journeys. May these guiding thoughts continue to inspire and empower individuals to make a positive impact in the world of technology



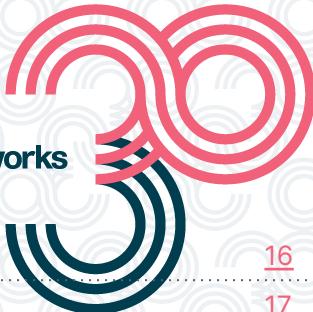
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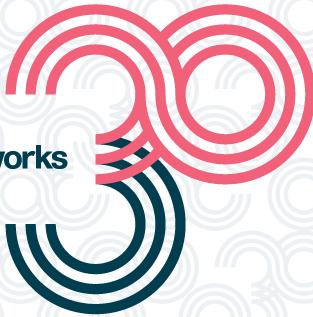


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Bharani Subramaniam
Head of Technology



Be hands on and authentic!

Almost 5 years ago, I was planning to join Thoughtworks, and during a pre-joining conversation with Bharani, I expressed my eagerness to learn about Thoughtworks and how to succeed here. Thanks to our insightful discussion, I felt more confident joining the company, and Bharani's advice to always be hands-on and authentic has stuck with me ever since.

I'm grateful for his guiding thoughts.

Thanks Bharani!



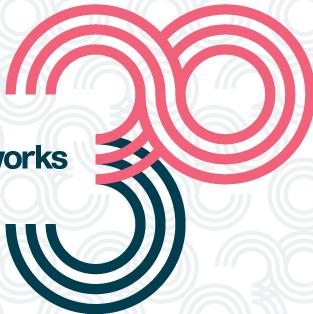
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Vishal Bhalerao
Delivery Director

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Leave the baggage behind!

Little did I know that our first casual conversation would leave a lasting impact. Being a new joiner, I was curious about tips and tricks to navigate my journey at Thoughtworks smoothly, and Vishal was happy to oblige. As we exchanged our experiences and growth stories, Vishal shared a simple yet powerful statement that has stayed with me – "leaving our baggage behind let us reach our targets faster".

Thank you, Vishal!



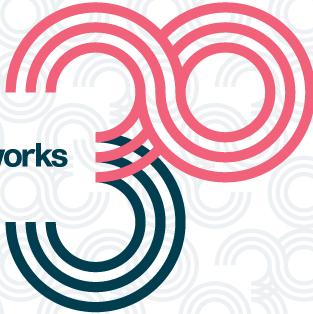
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Raman Kansal

Head of Operations,
India Engineering Group



Build a common ground

In our very first meeting, he listed 5 commonalities between us, and that sets the ground for future. He can talk on a variety of topics in length, but this effective communication style stuck with me as a guiding principle.

Minus the emotions

During a meeting, Raman suggested filtering out points driven by emotions and biases. Surprisingly, this approach led to eliminating 80% of the issues, allowing the team to focus on what truly mattered. A valuable lesson in prioritizing and tackling the right challenges.

Thank you Raman!

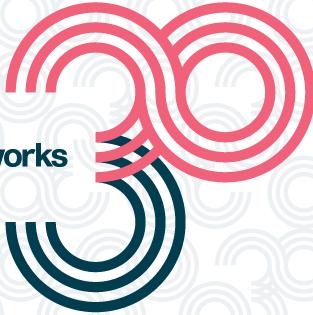


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Prasanna Pendse
Global Director, AI
Strategy
Head of AV Tech



Go with the flow

This simple advice during my early days helped me let go of overthinking and stay grounded, allowing a smoother journey of settling in. I cherish and consistently apply this advice to declutter challenging situations.



Storytelling for executive presence

Prasanna's another advice on leveraging storytelling to enhance executive presence has had a lasting impact on me. It emphasizes the power of effective communication and influence through storytelling, enabling us to leave a lasting impression and connect with others on a deeper level.

Thank you Prasanna!



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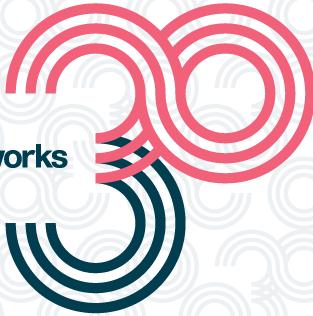
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Rashi Rastogi

Client Partner and
Business Development

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Trust your team, and be their enabler!

When I joined Rashi's team, I was intrigued by her peaceful approach to project management. After some time, it became evident that she just doesn't do that typical project management, rather she trusts people and be their enabler as much as possible.

I am grateful to Rashi for illuminating a path towards a management style that is both straightforward and impactful.

Thank you, Rashi!



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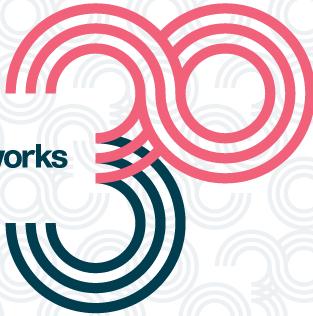
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Shodhan Sheth

Head of Enterprise Modernization,
Platforms and Cloud Service Line

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Be your own brand and maintain it!

Shodhan, a tech principal on my first project at Thoughtworks, had an astounding ability to wield deep influence among both our team members and clients. Curious about his secret, I once inquired, and he casually replied, "Be your own brand and maintain it" This simple yet profound advice resonated deeply with me.

Thank you, Shodhan, for imparting such invaluable wisdom.



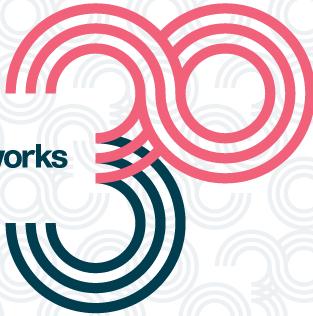
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Manjyot Singh

Professional Services Manager
Staffing Lead, QA Lead



Tests: Your first line of defence, not the last resort!

Manjyot was leading the QA practices for a project I joined, soon making me realize what a quality gate means for software development. His steadfast commitment to quality has empowered the team to recognise the tests as the first things and not as the last thing.

This essential mindset shift is still a guiding template for me for whatever I do.

Thank you Manjyot!



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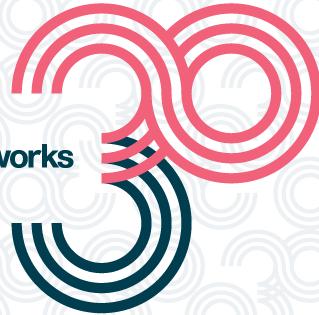
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Nagarjun Kandukuru

Global Head of Emerging Services

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Validate the hypothesis!

Nāg, fondly known as the one with a unique perspective. We were on an emerging tech project running under a belief that interacting in 3D enhances creativity, Nāg astutely pointed out that it remained a hypothesis until tested against data. This pivotal insight shifted our focus from a mere tech showcase to conducting a hypothesis demonstration, incorporating a wider user group for testing.

I have since held onto this valuable advice, incorporating it into most of my decision-making processes. The distinction between belief and hypothesis guides me as I weigh different factors.

Thank you Nāg!



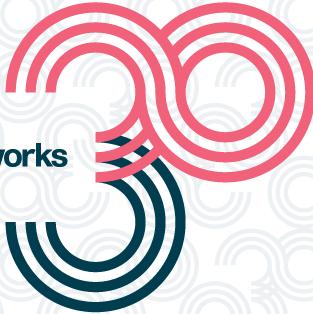
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Raju Kandaswamy

Engineering Director | XR | AI |
Robotics | Innovator



Get into that BURNING house!

Raju, our action-packed leader, fearlessly advocates for stepping into the burning house, presenting us with a powerful choice: succumb to the flames or rise like a phoenix from the ashes.

His words ignite a fire, and urge to pursue the challenges that keep us awake, rather than settling for the comfort of mundane routines.

Raju's unwavering belief in taking bold action is a testament to his own tried and tested experiences. His guidance serves as a constant reminder that true growth and transformation lie outside our comfort zones.

Thank you Raju!



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Vinod Sankaranarayanan

Head - Digital Public Goods and Infrastructure
Author of [Software Ownership Transfer](#)

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India is a story of scale!

In a discussion on scalable engineering solutions, Vinod enlightened me about the remarkable significance of India Stack, a story that is intricately woven with the power of scale. The widespread adoption of solutions like UPI, AADHAR, Diksha, ONDC within the vast landscape of India serves as a profound learning experience and hold valuable insights for the entire world.

With Vinod's guidance, we have embraced the theme "भारत एक खोज" (the discovery of India) for one of our engineering center. This theme encapsulates the spirit of exploring and harnessing the immense potential that India offers in terms of scaling transformative solutions.

Thank you, Vinod!



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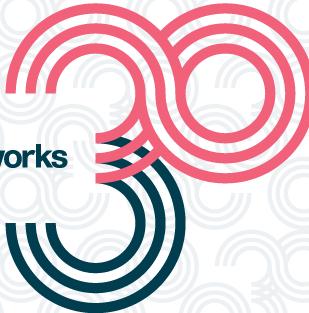
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Michelle Surendranan

Content & PR Lead

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Master the art of smooth transitions

Michelle possesses an extraordinary talent for swiftly comprehending diverse content, regardless of its unfamiliarity. Her editing prowess left me in awe as she effortlessly connected my technology articles, transforming them into captivating stories.

Her invaluable advice on maintaining smooth transitions between paragraphs has had a profound impact on me. It reminds that every transition necessitates thoughtful preparation and deliberate follow-through to ensure a seamless flow.

It has made a significant difference not only in my writing but also in other realms of life.

Thank you, Michelle



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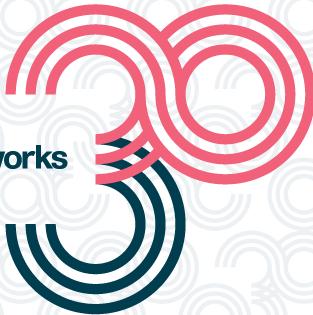
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Saptarsi Hore

Global Head of Business Operations

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Follow the process that makes sense

Sapto, a true champion of business operations, possesses a profound understanding of what truly works in the realm of people, business, and operations.

During our initial meeting prior to joining Thoughtworks, I shared my experience implementing traditional processes like CMMi, emphasizing the importance of these processes. Sapto, attentively listening, responded with a perspective that has stayed with me ever since: while we strive to learn from these processes, but what truly matters is following a process that makes sense.

Over the years here , I have come to realize the profound wisdom in Sapto's advice.



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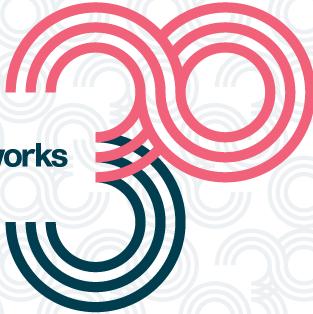
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Satish Viswanathan

Head of Social Impact

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Be responsible for the tech we produce and consume

During a lunchtime discussion about the impact of our food choices, the conversation took an enlightening turn towards sustainable living. It was during this exchange that I learned about Satish's commitment to self-sustainable living at home. He emphasized the importance of recognizing our responsibility not just in terms of food, but also in the technology we produce and consume.

Satish's insights have left a lasting impression on me, urging me to be mindful of the impact of my choices on the world around us. I am grateful to him for inspiring us through his own self-sustainable lifestyle.

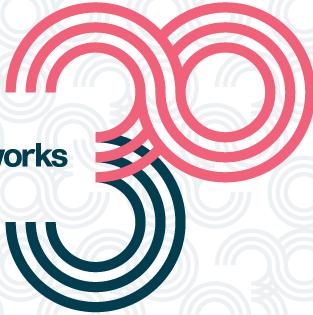
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Rajani Kafaltia

Business Operations Head, India-MEA
risewithrajani.com

🌟 Confidence is the best make-up!

Drawing inspiration from Rajani's book, "[Women Chin Up & Fix yourself!](#)", I firmly believe that confidence is the best make-up one can wear every day, without fail. Her empowering words resonate deeply with me, and I make it a point to instill these values in my children as well. As Rajani beautifully emphasizes in her book, what truly matters in life are good behaviours, actions, and the way we treat others, transcending the boundaries of gender and race.

Thank you, Rajani, for sharing such a powerful book, which holds relevance not only for women but for everyone.



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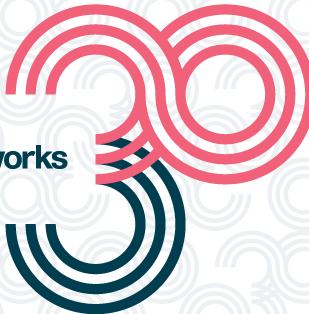
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Dinker Charak

Principal Product Manager
Author #ProMa, Science Fiction
ddiinnxx.com eebo.org

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Create products that matter

Dinker's profound expertise in product management is evident in his ability to impart a strong product sense to those who work alongside him. His unwavering focus on creating products that are impactful and bring value has been an immense source of inspiration for me.

Guided by his work, I have adopted the mindset that every action we take contributes to the ultimate creation of a product. It has not only enhanced my product sense but also helped me streamline my daily work, ensuring that I prioritize what truly matters and eliminate distractions at an early stage.

Thank you, Dinker!



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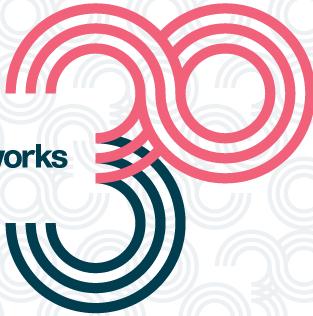
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Vinod Kumar

Admin and Facility Coordinator

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😊 Keep a light mindset

We call him Mr. Bachchan, his infectious energy and light-hearted approach to life serve as a constant reminder to embrace a light mindset. Engaging with Vinod is always a joy, as he effortlessly infuses every interaction with his unique desi (native) style.

One of the valuable lessons I've learned from Vinod is the importance of not taking things too seriously. Cultivate a light mindset, that allow us to navigate through life's ups and downs with a sense of ease and tranquillity. It enable us to find the most natural and enjoyable path forward within our own capacity.

Vinod, keep it up!



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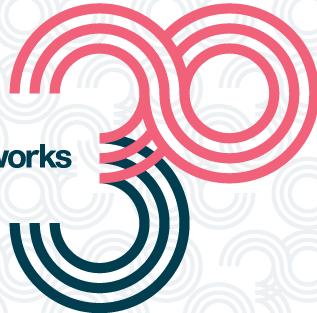


Mushtaq Ahmed

Engineering Director |
Mr. Scala | Life sciences expert |
Doctor

1 Every journey begins with a first step

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Mushtaq, widely known as Mr. Scala, the talented techie is also a doctor and a life sciences expert. During our initial meeting, I was intrigued by how Mushtaq had built such a strong presence in various areas. He shared that every journey has its first step. It is through our continuous and consistent progress along the path that we reach our desired destination.

This advice resonated deeply with me, true success is not achieved overnight; it is the result of persistent effort and incremental steps taken over time.

Mushtaq's words serve as a constant reminder that our present accomplishments are built upon the foundation of our past efforts.

Thank you Mushtaq!



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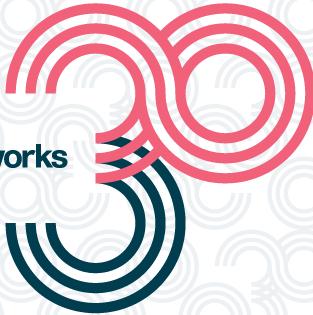
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Kriti Mehta

Program Manager |
Global Service Lines

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Break the self-made boundaries to scale

I witnessed Kriti's exceptional managerial skills in multiple projects, and truly amazed by her ability to scale from overseeing small-scale projects to managing operations for thousands of Thoughtworkers during the grand event in Cochin, India. We discussed the importance of breaking self-imposed boundaries in order to achieve scalability.

This powerful thought has stayed with me ever since, challenging me to break free from accumulated beliefs and limitations when faced with the need to scale. It has propelled me to push beyond my comfort zone and embrace new possibilities.

Kudos Kriti, keep breaking the boundaries and scaling new heights!



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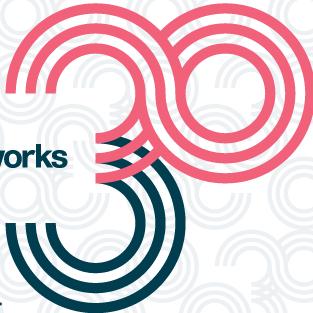
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Neelarghya Mandal

Senior Consultant, Developer |
XR Practice Lead, Gurugram

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💡 Specialty of “nothing special”

Neel, a remarkable techie possesses a distinct quality - he effortlessly grasps complex concepts in mathematics and physics and skilfully blends them with his artistic side. Despite his numerous achievements, he humbly refers his work as "nothing special".

This mindset has become a guiding principle for me, that while recognizing our accomplishments is important, it is equally crucial to avoid letting success bias hinder our future growth. By keeping a grounded approach and remaining open to continuous learning, we create space for new achievements and opportunities.

Thanks Neel and keep doing these “nothing special” things!



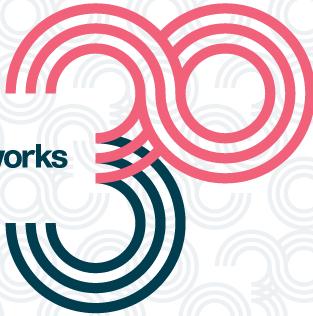
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Prasanth Soman

Global Delivery Principal |
Portfolio Manager | Agile leader



Leaders build their own delegation

Prasanth, a seasoned delivery champion with deep technical expertise, instrumental in numerous discussions around building high-performing teams. One powerful idea that emerged is the importance of leaders grooming individuals to whom they can delegate, thus creating the foundation for the next generation of leadership.

I wholeheartedly resonate with this thought, as it underscores the significance of empowering others to take ownership and make meaningful contributions. Without building a strong delegation, it becomes challenging to focus on tasks that truly matter and drive personal growth.

Thanks, Prasanth, for echoing the valuable insights



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George W Earle

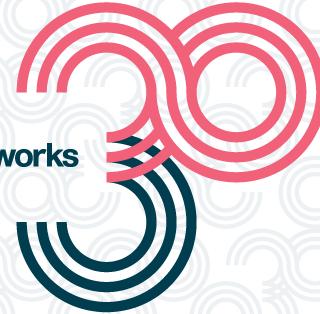
Global Commercial Director



ABCD of effective pitches

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During our market strategy discussions, George shared the ABCD of creating impactful presentations.



Attention: Capture the audience's attention with compelling information, facts, and figures to draw their interest on the problem that needs solution.

Benefits: After their attention, demonstrate the benefits of solving the situation. Help them envision the to be stage.

Courageous: Present the bold and courageous concept that will propel them towards the desired outcome. Show that we are not afraid to think outside the box and take innovative steps to achieve success.

Defence: Lastly, support our proposals with data, examples, and our own experiences.

Thank you, George, for sharing the ABCD!



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Swapnil Deshpande

Chief Digital Officer

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💡 Innovations start from home

In my early conversations about innovation at Thoughtworks, I was eager to understand how it permeates throughout the organization. Swapnil shed light on the idea that innovation is not solely about creating innovative solutions for clients, but also about fostering an innovation mindset within our own people. He emphasized that innovations start from home.

[Thoughtworks Neo platform](#), stands as a testament to his guiding thoughts. It showcases the commitment to internal innovation and serves as a platform for nurturing and promoting innovative thinking among our own community.

Thank you, Swapnil, for driving innovation from within.



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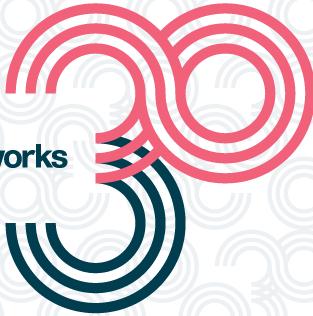
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Akansha Kapoor

Talent Business Partner

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👉 Be a शून्य (Zero)

During a conversation with new joiners, Akansha shared a profound thought about embracing the concept of being a शून्य (Zero). This idea encourages us to go beyond our existing boundaries and not let our past achievements hinder our future growth. It reminds us that we can achieve much more than we may think.

Akansha's guiding thoughts serve as a powerful reminder to start with a blank slate, allowing us the opportunity to reflect, learn, and emerge in a bigger and greater way. By adopting the mindset of शून्य, we open ourselves up to new possibilities and push beyond our perceived limitations.

Thank you, Akansha



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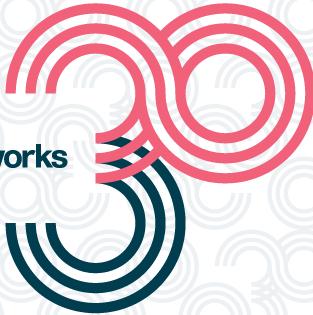
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Rahul Koul

Principal Consultant |
Global Delivery Partner

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Fail fast and learn fast

During a thought-provoking session at Thoughtworks' FailConf, Rahul shared valuable insights on the importance of celebrating failures to bounce back stronger. He emphasized the significance of failing fast and learning fast. Rather than seeing failure as an obstacle, it serves as a steppingstone, indicating that a particular approach or method may not be effective. The sooner we recognize and embrace these lessons, the better equipped we are for future success.

Thank you, Rahul, for this enlightening guiding thoughts



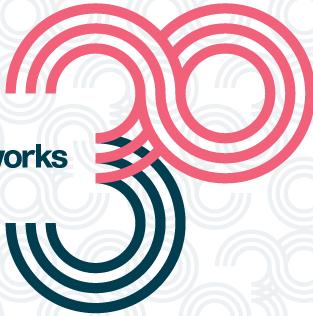
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Sindhu Rathlavath

Senior Consultant, Developer



💡 “और बताओ” (what else) – Never settle

It all began at a team party, where a persistent waiter repeatedly asked us “और बताओ” (What else!) even after taking our orders. Sindhu found the moment amusing and playfully started using “और बताओ” in a lighthearted manner. This fun incident has now become a reflection of Sindhu's work style, where she consistently seeks the next challenge while excelling in her current tasks.

I find immense inspiration from this thought of never settling and continuously asking for more. Her proactive and inquisitive approach encourages us to keep striving for excellence and reaching for new heights.

"और बताओ" Sindhu ☺



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Santosh Mahale

Head of Engineering

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Lead from front and back

During a conversation about leadership styles with Santosh, I asked about the most effective approach: leading from the front or from behind. Santosh's response was both. He explained that effective leadership involves leading from the front by setting strong examples and paving the way for the team. Simultaneously, it also entails leading from behind, providing strong support and empowerment, allowing the team to explore and excel on their own.

This balanced leadership approach encourages the team to be self-reliant, while also ensuring they have the necessary support and guidance to thrive.

Thank you, Santosh



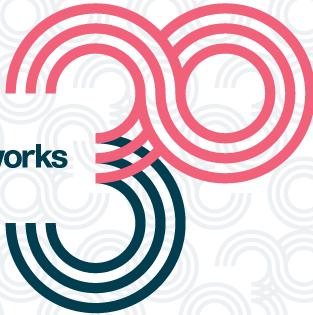
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Akshay Dhavle

Digital Talent Strategy |
Organizational Design & Culture
akshaydhavle.com



Tools are a medium, not the goal

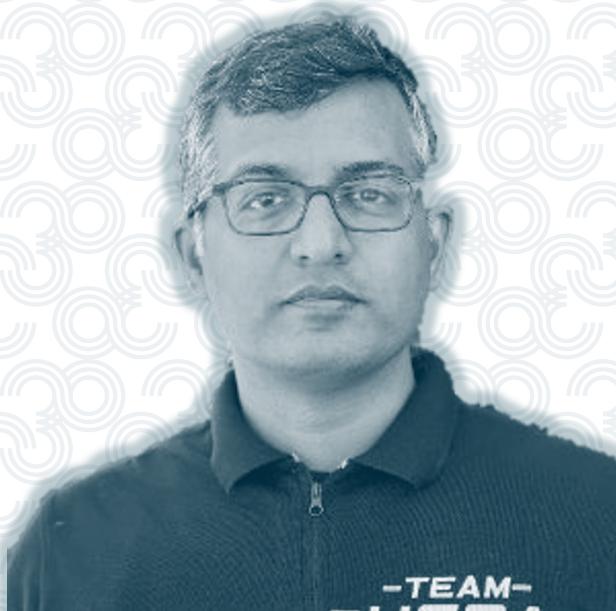
During an insightful inception workshop led by Akshay, one valuable lesson stood out to me: the importance of focusing on goals rather than getting too fixated on tools. Akshay emphasized that tools are merely a means to reach the desired outcome, not the ultimate objective. The best tool is the one that enables people to work comfortably and efficiently, ultimately leading us to our goals faster and more effectively.

Thank you, Akshay, for sharing this perspective and helping us understand that tools are a means, not the end. His wisdom encourages us to stay focused on our objectives and use tools as effective instruments on our journey to success.



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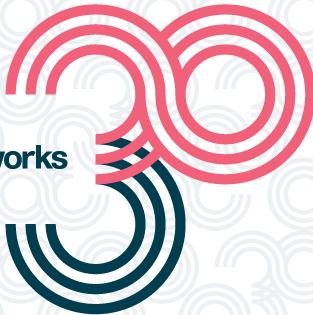
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Sachin Dharmapurikar

Global Product Manager |
Technical Advisor | Architect
eebo.org | LUSWIG

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Measure what matters the most

Sachin, with his strong product sense and expertise in technology, has consistently emphasized the significance of measuring what matters the most for tech-business success. He advocates for understanding the differences between metrics that contribute to team discipline and those that hold the highest value for the business. It is crucial to avoid solely focusing on team discipline metrics, as they may not always align with producing the expected value for the businesses.

By measuring the right things, we can efficiently and effectively work towards achieving our targets and driving value for the businesses.

Thank you, Sachin, for the thought-provoking guidance



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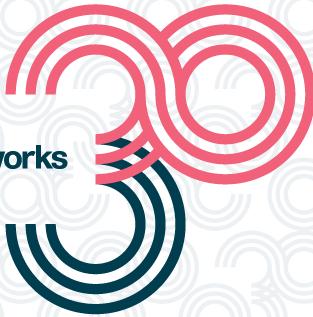
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Jaydeep Chakrabarty

Head of Communities |
Technologist | Speaker | Author

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🎯 Communicate your aspiration loud and clear

Jaydeep (JD), a remarkable technologist and mentor, is passionate about guiding others to clearly communicate their aspirations and share them loudly with the communities they collaborate with. JD emphasizes the power of socializing our aspirations, as it enables others to support and encourage us on our journey. No one can truly understand our aspirations unless we express them to the world, and no one can offer help unless we ask for it. JD encourages us to harness the strength of the community to propel us towards our goals.

This guiding thought always reminds me the strength of open expression and the remarkable potential of collaboration. Thanks JD.



My thoughtworkings

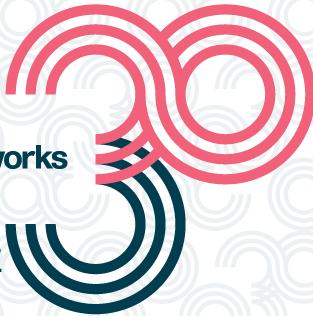
Guiding thoughts that work for me



Sumeet Gayathri Moghe

Program Director, Engineering Group
Future of work strategist, Author
asyncagile.org , sumeetmoghe.com

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Create an environment for deep work

The Async Guy (TAG), Sumeet, is a trailblazer when it comes to guiding us in changing the ways of working. He encourages us to cultivate an environment that fosters uninterrupted and deep concentration. Sumeet's inspiring thought revolves around embracing an async-first ways of working.

Sumeet's thought-provoking guidance challenges many of the traditional beliefs and prompts us to think in new, innovative, and more meaningful ways.

Thank you, Sumeet, for leading the way in creating an environment conducive to deep work.



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My thoughtworkings

Guiding thoughts from a diverse set of 30 thoughtworkers

Thanks,
Kuldeep Singh
thinkkuldeep.com

