

GROWTH GROWS” too – in the professional world!

Are we prepared for the change??

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ABSTRACT

Growth is a mesmerizing word – we all had our ‘growth stories’ – as kids to father/motherhood on a personal front. At a professional level, ‘GROWTH GROWS’ we have realized our own journeys over a period. Having grown in different organizations and functions, we observe how -growth grows and transcends into something which makes each one of our lives fulfilling. Today’s world is in the cusp of massive technological change; Organization’s will have to rapidly transform themselves from a ‘business mindset’ to a ‘Concentric Thinking Model’. Each one of us must contribute in developing this culture of ‘I grow, You grow, All shall grow’. Questioning our currently followed practices – Do we need comparisons and appraisals? Will a centralized L & D be transformed into 1-1 L&D management? Is this feasible? All such queries will transform how growth will be perceived in an organization – Growth Grows too!!

The Genesis of "Growth Grows"

The Core Philosophy

Growth is more than a quantitative increase in size; it is a mesmerizing journey that transcends personal and professional boundaries. In the professional world, "GROWTH GROWS" when individual fulfillment and organizational success become inextricably linked.

The Model

Today's world sits at the cusp of massive technological change. To survive, organizations must shift from a "business mindset" focused on scaling to a "Concentric Thinking Model" focused on recursive growth. This paper proposes the **CONCENTRIC THINKING MODEL**, a human-centric philosophy where the culture of "I grow, You grow, All shall grow" is the primary driver of value.

The Modern Crisis—Why Change is Mandatory

The World Has Shifted

We operate in an era of high complexity, uncertainty, speed, and automation. Old operating systems assumed problems were stable and failure was recoverable; today, problems mutate and data overwhelms.

The Judgment Crisis

Organizations suffer from "Speed Without Sense," characterized by:

- Mindless acceleration and blind scaling.
- Metric obsession without meaning.
- Talent burnout and innovation stagnation.

Five Dimensions of Necessity

1. **Structural:** Modern systems are non-linear and high-risk; errors compound quickly.
2. **Economic:** Profit is now created by better judgment and lower attrition, not more hours.
3. **Technological:** AI can optimize, but it cannot judge meaning or carry responsibility.
4. **Psychological:** Without reflection, people become tools and growth becomes pressure.

5. **Ethical:** Modern failures occur because people don't feel safe to voice private doubts.

The Concentric Thinking Model (Metacognition)

At the core of this model is **Metacognition**: thinking about thinking. It involves an "agile way of governing ourselves" through three recursive phases:

1. The Reflective Pause (Soliloquy)

- Checking internal states and surfacing biases before executing.
- Asking: "Why am I doing it this way?".

2. Strategy Evaluation (The Mousetrap)

- Creating "tests" for reality to see if current strategies are effective or just outdated scripts.
- Using pre-mortems and pilots to verify thoughts.

3. Self-Regulation (The Readiness)

- Adjusting behavior based on reflection.
- The transition where fear of failure is replaced by a pivot to action.

Core Principle: "The Readiness is All." Growth is not about predicting the future, but building a system fundamentally prepared to respond to it.

Nature's Blueprint—Mutualism and Capacity

Nature does not grow through isolated competition, but through integrated inquiry.

The Mycorrhizal Concept: Mutualism over Competition

- **The Lesson:** Trees connect via a fungal "internet" (mycelium) to share resources.
- **Application:** Leaders (Mother Trees) must shift from hoarding to redistribution, making the entire forest "antifragile".

The Matriarch Concept: Capacity over Speed

- **The Lesson:** Elephants and Orcas prioritize collective memory and skill transfer over immediate kills.
- **Application:** Leadership is a "Strategic Pause" where the value lies in depth of inquiry and ensuring the youngest members learn to "hunt".

Growth vs. Development

Dimension	Growth (The "What")	Development (The "How")
Focus	Extrinsic scaling/KPIs	Intrinsic capability/IQ
Nature	Quantitative and linear	Qualitative and exponential
Risk	"Obesity": large but fragile	"Maturity": doing more with less

Philosophical Foundations—Vedic and Western

The Concentric Thinking Model bridges ancient wisdom with modern management.

The Vedic Concept: Expansion Over Acquisition

- **Brahman:** Growth is an internal "unveiling" rather than an external "climbing".
- **Guru-Shishya:** Success is defined by the student surpassing the mentor.
- **Sakshi Bhava (Witness Consciousness):** The leader acts as an observer of team dynamics, noticing tension without being swept up by emotion.

The Western Inquiry: To Be or Not To Be

- **Strategic Omission:** Leaders must have the courage to "kill" profitable projects that erode the organization's soul.
- **Reflection as Protection:** Reflection is not a loss of time; it is the protection of human judgment.

Intellectual Honesty

When leaders model vulnerability and admit they "don't know," it creates a Multiplier Effect. This shifts the focus from "Who is right" to "What is right".

The Evidence—Profitability of Inquiry

Data proves that reflection and development are high-performance business strategies.

1. The 23% Performance Boost (Harvard)

A Wipro call center study showed that employees who spent 15 minutes a day reflecting performed **23% better** after just 10 days than those who simply worked more. **Lesson:** Growth is linear to the quality of reflection, not just hours worked.

2. Retention and Bottom Line (Gallup)

Organizations investing in employee development report **11% greater profitability** and are twice as likely to retain staff. 94% of employees stay longer at companies that invest in their specific career paths.

3. Psychological Safety (Amy Edmondson)

Successful teams report *more* errors because they are intellectually honest. This allows them to fix the "rot" before it becomes catastrophic.

4. Global Success Stories

- **Toyota:** "Stop-the-line" authority (the five whys) achieves the highest industry quality.
- **Microsoft:** Shifting to a "Learn-it-all" culture quintupled market cap.
- **Bridgewater:** Radical transparency and reflecting on mistakes led to record hedge fund success.

Dismantling Legacy Practices

To facilitate "Growth Grows," organizations must move from the corporate "ladder" to a "corporate lattice".

- **Dismantle Fixed Job Descriptions:** Replace static tasks with "Contribution Missions" updated every six months to allow roles to evolve with the person.
- **Dismantle Information Silos:** Use "Radical Context Transparency" so every employee has the "contextual intelligence" of a CEO.
- **Dismantle Annual Budgets:** Use quarterly "Pivot-or-Persevere" reviews so capital follows curiosity in real-time.
- **Dismantle "Hero Leadership":** Leaders move from "Decider-in-Chief" to "Chief Editor," focusing the light of their team.
- **Dismantle Appraisals:** Abolish the curve and replace top-down grading with "Reflective Inquiry".
- **Dismantle Centralized L&D:** Move toward "Learning Purses" and 1-1 personalized growth.

The New Operating System

The mindset becomes systemic only when embedded into the "plumbing" of four subsystems:

1. Decision Rights

- **Inquiry Gates:** Major initiatives require explicit assumptions and "kill criteria" to proceed.
- **Stop-the-Line Authority:** Any qualified role can pause execution when a "rot signal" appears without fear of punishment.

2. Operating Cadence

- **Scheduled Reflection:** Every meeting must ask, "What signal are we ignoring?".
- **Soliloquy Time:** Protected deep-work hours with no meetings allowed.

3. Performance Economics

- **Red Flag Bonus:** Reward the first person to raise a valid flaw.
- **Learning Credits:** Teams are not penalized for stopping a project wisely.

4. Information Architecture

- **Assumption Logs:** Maintain a record of what we believe and what would change our minds.
- **Ghost Signals Dashboard:** Track "time-to-bad-news" and early project kills.

Case Study—Project Atlas (Pharma)

The Context

A global pharmaceutical company was developing a biologic therapy with peak sales estimates of **\$1.5–2 billion**. Despite meeting Phase II endpoints, latent signals of variability and biomarker uncertainty were unaddressed due to "go fast" pressure.

The Hamlet Intervention

A new R&D leader mandated a **pre-mortem** before Phase III funding. The team had to answer: *"It is 24 months from now. Phase III has failed. Why?"*.

The Outcome

- **Strategic Shift:** The program was paused and re-scoped into a precision therapy approach.
- **Risk Mitigation:** While the redesign cost **\$40 million**, it prevented a **\$300–400 million** late-stage failure.
- **Sustainable Value:** The refined trial successfully demonstrated a clear signal, strengthening regulatory trust and scientific credibility.

Lesson: In Life Sciences, speed without reflection is negligence. Killing a trial early is not failure; it is scientific maturity.

Departmental Ripple Effects

The Concentric Thinking Model transforms every pillar of the company.

Department	Legacy Focus	Hamlet Focus	Competitive Advantage
Product	Speed to Market	Depth of Utility	Brand Longevity +1
Sales	Closing the Deal	Opening Potential	Lifetime Client Value +1
Operations	Surveillance	Internal Pride	Quality Excellence +1
Finance	Lagging ROI	Assumption Rigor	Cost Avoidance +1

Software Development Context

- **Soliloquy:** Architecture Decision Records (ADRs) that document trade-offs and assumptions.
- **Mousetrap:** Using feature flags and canary releases to test reality early.
- **Outcome:** Shifting from "heroic fixes" to "boring reliability" and higher developer retention.

HR and Talent

Lowering barriers to internal movement through "Internal Gig Platforms" allows an accountant to pick up data science projects, preventing "talent hoarding".

Metrics and P&L Impact

Financial results are lagging indicators. The Concentric Thinking Model improves leading indicators of judgment.

The Causal Chain of Profit

1. **Metacognitive Metrics:** Time to surface bad news; % of projects with pre-mortems.
2. **Decision Quality:** Decision reversal rates (early) and lower rework.
3. **Execution Efficiency:** Faster "right-first-time" delivery and lower error rates.
4. **Talent Economics:** Reduced voluntary attrition (typically **20–40%** reduction).

The Financial Formula

$Profit = (Revenue \times Quality \times Execution \times Precision) - (Risk \text{ Cost} + Talent \text{ Leakage})$

The Three-Year P&L Projection

- **Year 1:** Investment phase; training costs up, risk exposure drops sharply.
- **Year 2:** Inflection; fewer failed initiatives and lower attrition costs.
- **Year 3:** Compounding; higher ROIC and predictable growth through brand trust.

Key Takeaway: Profit is not only money earned; it is money not destroyed.

Outcomes for Employees and Customers

- **For the Employee:** Turns uncertainty into clarity and fear into psychological safety.
- **For the Customer:** Higher reliability, faster problem resolution, and trust through transparency.

CONCLUSION:

"The Concentric Thinking Model isn't about being trapped in your head; it's about **becoming the architect of your own mind**. When we practice metacognition, we stop being victims of our habits and start being the authors of our growth. We move from 'What do I do?' to 'Who am I becoming?'"

This is hard-coded competitive advantage.

By dismantling the outdated structures of the past, we unlock a human-centered engine of success. When we prioritize:

- Potential over Past Behavior,
- Growth over Grading, and
- Personalization over Centralization

Comparing two Organizations in a Storm -

One built of steel (KPIs, hierarchy, appraisals) → cracks

vs

One built like bamboo (reflection, flexibility, trust) → bends, survives

"The strongest systems are not rigid—they are reflective. We move from a world where we compete for a piece of the pie to a world where we grow the pie together. This is the 'I grow, You grow, All shall grow' ethos. Whether we look to the battlefields of Denmark or the plains of Kurukshetra, the message is the same: **Growth is an internal victory before it is an external one.**

"Organizations don't fail because they think too much; they fail because they think too little, too late, and too privately."

The Concentric Thinking Model works because it:

- Surfaces truth early
- Converts doubt into discipline
- Treats growth as a **human system**, not a numerical one

This is not philosophy *instead* of performance.
It is philosophy **that produces performance**.

When we embrace the Concentric Thinking Model, we aren't choosing indecision; we are choosing **Integrity**. We are refusing to build on 'rot.' By practicing *Svadyaya* (reflection) and committing to *Nishkama Karma* (excellence in action), we ensure that our growth isn't just a bigger version of our past—it is an evolution into our future. The bow is in your hands. The stage is set. **The readiness is all.**

"The soul is dyed the color of its thoughts. Man's happiness depends upon the quality of his thoughts." — Marcus Aurelius (Meditations)

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RECOMMENDED READING

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