



# Managing Nothing

*Sudhir Varadarajan*

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## **Managing Nothing** Sudhir Varadarajan

The Indian IT industry, which has grown at a phenomenal rate since 1991, today finds itself on the brink of a potentially painful transition to deliver more value and innovation. *Managing Nothing* throws new light on the challenge of innovation that has dogged the industry for over two decades. Drawing upon two decades of action research experience in two leading Indian IT firms, the author, through a narrative-reflexive inquiry, argues that the current crisis is not because leaders lacked foresight or business acumen. Instead, it is the limitation of mainstream managerial thought in dealing with the complexity of human interaction in global IT service networks that has reduced the pursuit of higher level capabilities such as consulting, service design and innovation to nothing. To help correct the situation, the book makes a startlingly obvious yet counter-intuitive suggestion: it exhorts managers and employees to pay attention to the small differences that emerge in ordinary day-to-day workplace interactions among people, i.e., the micro-politics of everyday work.

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