

"A man is  
great by  
deeds, not by  
birth"  
-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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**Transforming an Individualistic Culture to  
Nurture Collaborative Creativity**

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**Please contact the corresponding authors, if you would like to access the full case study.**

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## **Transforming an Individualistic Culture to Nurture Collaborative Creativity**

### **Abstract:**

The case is about an EdTech start-up. The case deals with the issues faced by Vikram Sirikonda, a team manager, when he was regarded as a change agent by the co-founder and therefore given an opportunity to inculcate creativity among the employees. As a technical expert, Vikram Sirikonda believes that collaboration brings creativity. However, when coming to terms with the firm's existing individualistic culture, he attempts to transform the culture from individualistic to collaborative and subsequently initiates transformation across different domains. Though dynamic initiatives were put in place, he couldn't drive the desirable outcomes. One of the newly hired employees proposes a gamified agile board as a possible solution to the challenges faced in the initiative phases. As a manager, he allows the newly hired professional to go ahead with the initiation of gamified agile boards. While this initiative seems like a successful execution, Vikram Sirikonda was also sceptical about the possible unethical practices that may arise with these gamified agile boards.

The case will help students identify the structural, cultural, and individual issues that act as barriers to change. Also, students will be encouraged to debate and assess the various change initiatives from a mid-level managerial perspective. While doing so, the case entails the significance of gamification and intrinsic motivation in enhancing collaborative creativity. Students will gain a holistic understanding of various motivational techniques pertaining to gamification and the issues that are inherent in these techniques. This case study can be used for courses such as organisational behaviour, organisational culture and change management, and gamification, especially during the discussions on how to motivate knowledge-intensive workers and drive creativity.





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