



Cognizant's DE Enable Program Uses Cutting-Edge Learning Design

Cognizant

Best Advance in Custom Content

November 2018



Company Background



Cognizant

Headquarters	Teaneck, New Jersey
Year Founded	1994
Revenue	\$14.81 billion (FY 2017)
Employees	260,000
Global Scale (Regions that you operate in or provide services to)	25,000-plus projects in 40-plus countries, 25-plus regional sales offices and 75-plus global delivery/operations centers in over 16 countries across four continents.
Customers/Output, etc. (Key customers and services offered)	950-plus active clients across healthcare, life sciences, insurance, banking, financial services, manufacturing, logistics, retail, travel, hospitality, information, media, entertainment, technology, communications, energy and utilities.
Industry	IT, ITES and consulting
Stock Symbol	NASDAQ: CTSH
Website	www.cognizant.com

Budget and Timeframe

Number of (HR, Learning, Talent) employees involved with the implementation?	15
Number of Operations or Subject Matter Expert employees involved with the implementation?	1
Timeframe to implement	4½ months
Start date of the program	May 2017

Overview

Business Conditions

The IT industry is in the midst of a digital transformation — a telling sign of the changing times. Cognizant has been evolving fast to keep pace with this rapid transformation by revamping its business model to achieve increased efficiency and productivity in line with the market demands.

Delivery excellence, in this context, became a critical component in the aim to create a digital organization which was ready for the digital world.

The digital learning team partnered with the Cognizant delivery excellence team to design an innovative custom learning solution around the delivery excellence model in the organization.

Business Need

The organization already had a delivery excellence process in place, however, certain processes were being designed and implemented at the organizational level to align with the digital transformation practices.

The goal was to create awareness around the importance of the delivery excellence model as a whole and to draw attention to the improved processes within this model.

Figure 1: Delivery Excellence



Doing it right the first time and every time!

Source: Cognizant

Learning Content

The content comprised complex calculations, tables and page-long texts and process flows. The challenge for the digital learning team was to take this highly technical content and convert it to a custom-built solution that focused on the practical application of the information.

In short, the challenge was to build an interesting, engaging and innovative solution that engaged learners from the start.

Here are some screenshots of the source content received by the digital learning team.

Figure 2: Source Content

OMEGA – CEP10 (Core Engineering Practices)

#	Core Practice	Description	OMEGA.JAVA	OMEGA.NET
1	Coding Standards	Coding conventions for readable and maintainable code and Technology specific coding standards for adaptability, efficiency and security	Sun Java Coding Guide, Project specific standards	MS CoE Guidance, Microsoft PnP Guidance
2	Code Reference Slice	Build a slice of the application upfront that demonstrates frameworks, design/code patterns and use of tools	SDE	VSTS
3	Code Generation	Use of automatic code generation tools to generate code	EMF, Hibernate Gen.	RapidCode
4	Unit Testing	Testing of code to by developer before check-in. Includes white-box unit testing, feature unit (UI) testing and Stored-proc testing	JUnit	VSTS Unit Test
5	Code Coverage	Use of tools to measure test effectiveness during Unit and functional testing	Cobertura, EclEmma	VSTS Code Coverage Tool
6	Code Analysis	Use of automated static code analysis/code review tools to verify conformance to guidelines/rules and report violations	Findbug, PMD, CPD, Jdepend, Eclipse Metrics, YCMF	VSTS Code Analysis
7	Code Profiling	Measuring application performance using code profiling tools during construction and fix hotspots	Eclipse TPTP	VSTS Profiler
8	Check-in Policies	Policies and Criteria that developers must adhere to before checking in code. Use of automated tools integrated with version control systems	CVS and SVN extensions	Team Foundation Server (TFS)
9	Automated Build & Continuous Integration	Build script which can perform compile, build, test and deploy & covers practice of checking-in error-free code frequently and ensuring it does not break builds and verification tests.	Hudson, Continuum	MSBuild, Team Foundation Server (TFS)
10	Code Promotion	Separation of code branches and environments for dev, test, release purposes	SVN, CVS	Team Foundation Server (TFS)

- 2) How about Codenizant audit for geographically distributed projects?
 - Codenizant Audit for geographically distributed project is no different from that of for a normal project. While sampling, it is suggested to pick different use cases being developed by developers cutting across multiple geographies to ensure the implementation is consistent.
- 3) Is there any prerequisite for Omega Audit?
 - Project needs to satisfy the eligibility criteria and needs to be available in the registration app in the 'Approved' status. This is taken care by auto-registration as long as the eligibility criteria is met.
 - General awareness on the CEPs is required for the project teams. Mock Assessment could be initiated by the Enable POCs for the first-time Codenizant audits. In case of any tailoring made on CEPs, the tailoring details should be available and validated by SMEs/technical leads
- 4) Who will raise audit request for Omega audit and how?
 - Project Manager/Project Lead/Omega Evangelist/DE Industrialize Auditors can raise the Codenizant audit request in the below link. <https://deliverexcellence.cognizant.com/app/auditplanning/AuditorCalendar.aspx?moduleid=15>
 - Alternately, the details of the project undergoing Codenizant audit for a particular month could be shared with the Identified POCs within the Industrialize audit teams by the last week of every month.

Source: Cognizant 2018

Audience Profile

The target audience for the training program was around 200,000 associates of Cognizant placed across the globe.

The learner group had a mix of experienced associates, as well as new hires. While the experienced associates had prior knowledge of delivery excellence, the new hires did not.

A survey conducted by the digital learning team revealed the following details:

Figure 3: Diverse Audience Profile



Source: Cognizant

The globally dispersed and diverse target audience certainly imposed a serious challenge. The digital learning team had to ensure that the learning goals, the content and the solution were relatable to all users. They had to come up with a design that would be engaging and resourceful, as well as inspiring.

Learning Objectives

Business Goals

The delivery excellence team wanted to increase awareness on product and service quality across all verticals and domains in Cognizant. The goal was to enhance customer delight and focus on delivery excellence around the quality of products and services in the organization.

Learning Objectives

The overall learning goal was to encourage learners to use Cognizant tools and practices to ensure delivery excellence.

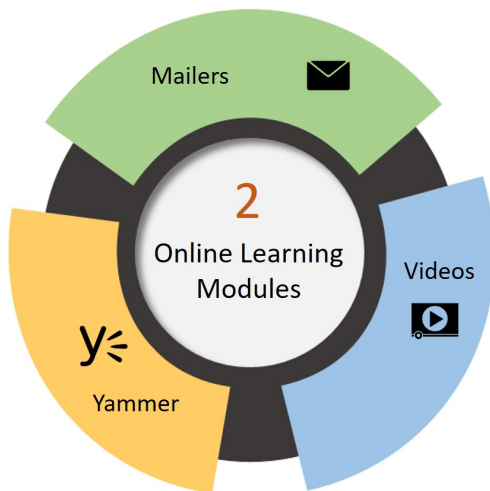
The learning objectives were as follows:

- Define the importance of delivery excellence at work.
- Explain various delivery excellence best practices at work.
- Recognize Cognizant's engineering excellence standards and practices.
- Demonstrate the principles of delivery excellence while executing a task.

Overview of the Learning Program

The result of the training needs analysis led the digital learning team to design the **DE Enable** courses — a custom-built learning solution that was designed to be deployed through multiple channels. Here is an overview of the design:

Figure 4: Overview of the Design



Source: Cognizant

Aligning the Learning Program to the Business Situation

The business situation warranted a learning solution that would make the associates aware of the new delivery excellence process in the organization.

The learning program was made crisp, engaging, and collaborative. Various functionalities were introduced to ensure that the program met its objectives.

Figure 5: Key Business Needs and Learning Program Features

Key Business Needs	Features of the Learning Program
The learning program should be impactful to the millennial learners with very short attention span.	Information was provided in short bites to ensure better retention.
Senior executives should be able to take up the course outside the office environment (i.e., for during business travel).	Multi-device compatibility was maintained to encourage learning on the go.
The program should address the varying pace at which learners take in the information.	Videos were introduced for self-paced learning.
The program should enable learners to assimilate information and apply that information to their everyday work.	Information was backed with case studies and scenarios to provide business context.
The learning program should provide a platform where associates could learn from real-life challenges and experiences.	Social media was integrated to ensure informal knowledge sharing and discussions.

Source: Cognizant

Program Content and Activities Supporting the Learning Objectives

The DE Enable courses comprised two custom-designed online courses with engaging game elements, which were supported by various other self-paced and offline activities.



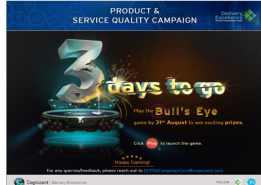
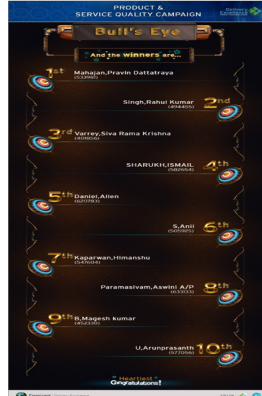
Designed on the awareness, information and engagement strategy, here’s the content and the activities of the learning program mapped to the learning objectives.

Awareness

To begin with, a series of mailers were designed to create awareness on the upcoming learning modules. Throughout the program, awareness was built in multiple phases and different types of mailers were leveraged to that end.

Figure 6: Building Awareness

AWARENESS

 <p>Teaser Mailer</p> <p>It aroused curiosity about the upcoming training.</p>	 <p>Launch Mailer</p> <p>It set the context for the learning modules.</p>	 <p>Reminder Mailer</p> <p>It ensured that the learners was aware of the training.</p>	 <p>Announcement Mailer</p> <p>It communicated important updates.</p>
--	---	---	---

Source: Cognizant

Information

Information was provided in short and engaging video nuggets that blended learning with storytelling. The video stories provided information that the learners needed to apply in the upcoming learning modules.

Figure 7: Sharing Information

INFORMATION

Learning Objectives:

- Define the importance of delivery excellence
- Explain various delivery excellence best practices at work
- Recognize Cognizant's engineering excellence standards and practices

 <p>Animated Video 1</p> <p>It explained various tenets of delivery excellence through the story of Henry Ford.</p>	 <p>Animated Video 2</p> <p>It detailed Cognizant's delivery excellence practices through the story of John Glenn.</p>
---	---

Source: Cognizant


Engagement

The learners were engaged in the program through self-paced online modules that integrated various game elements. Social media tools were leveraged to further involve the learners into the practice of delivery excellence at work.

Figure 8: Engaging Learners.

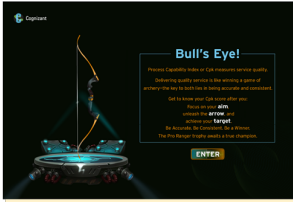
ENGAGEMENT Learning Objective:

- Demonstrate the principles of delivery excellence while executing a task



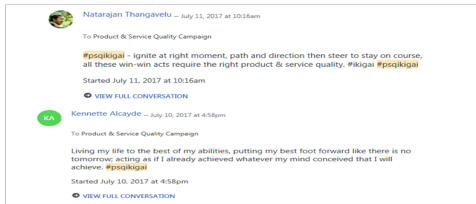
Game-based Module 1

It explained the importance of managing delivery schedule and resources in delivery excellence.



Game-based Module 2

It demonstrated the significance of accuracy and consistent performance in delivery excellence.



Yammer Contest

It encouraged collaborative learning through knowledge sharing.

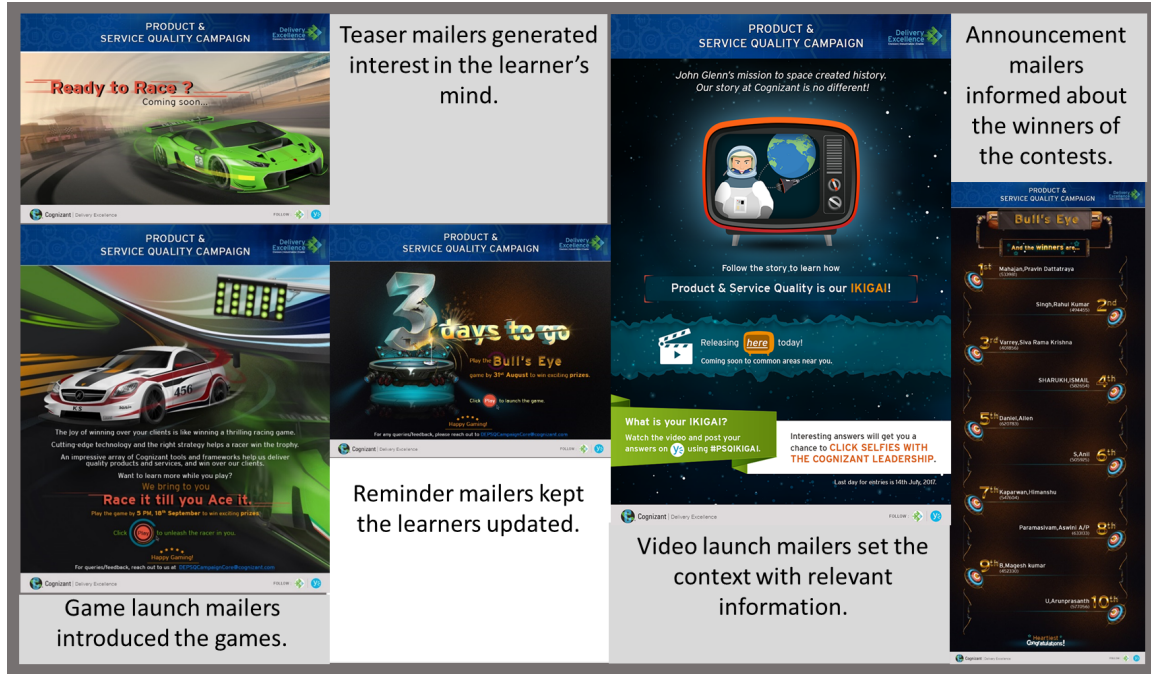
Source: Cognizant

Screenshots

Awareness

Mailers tied the program together. They were not only designed to draw the learners' attention but were also used to make important announcements.

Figure 9: Mailer Screenshots



Source: Cognizant

Information

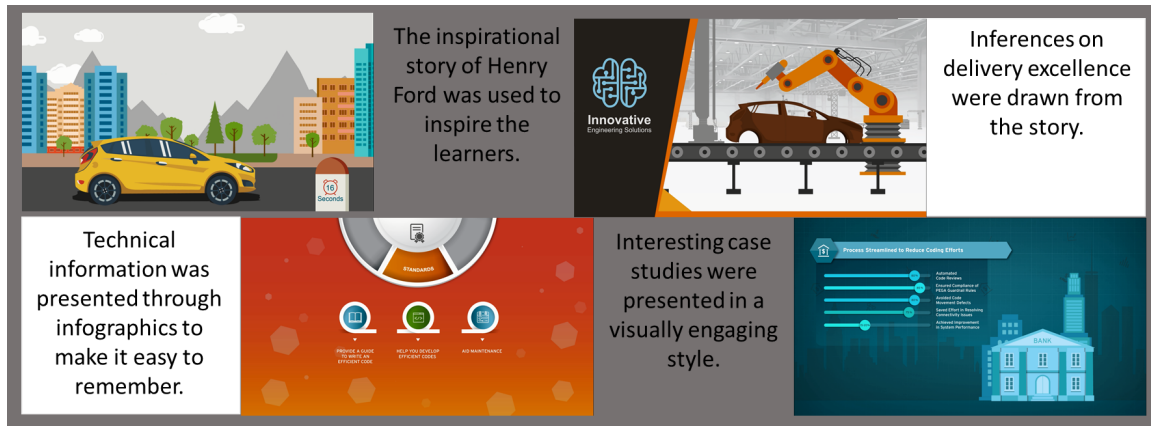
Inspiring stories were used as the main tool to capture the learner's attention.

Figure 10: Video 1 Screenshots



Source: Cognizant

Figure 11: Video 2 Screenshots



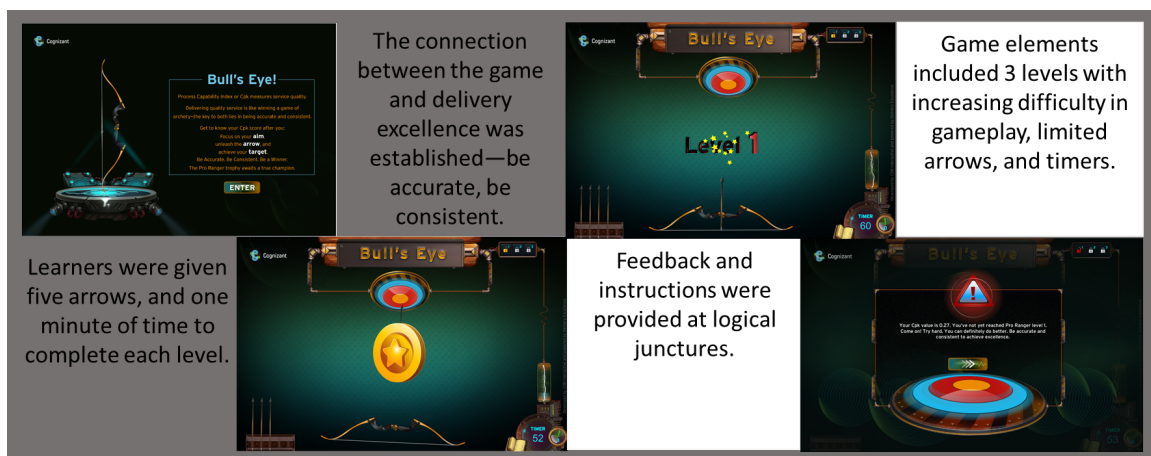
Source: Cognizant

Engagement

The online modules offered the learners opportunities to apply their understanding of delivery excellence. A blend of smart visuals, intriguing gameplay and nuggets of information made these modules short and effective.

Bull's Eye: The Archery Game

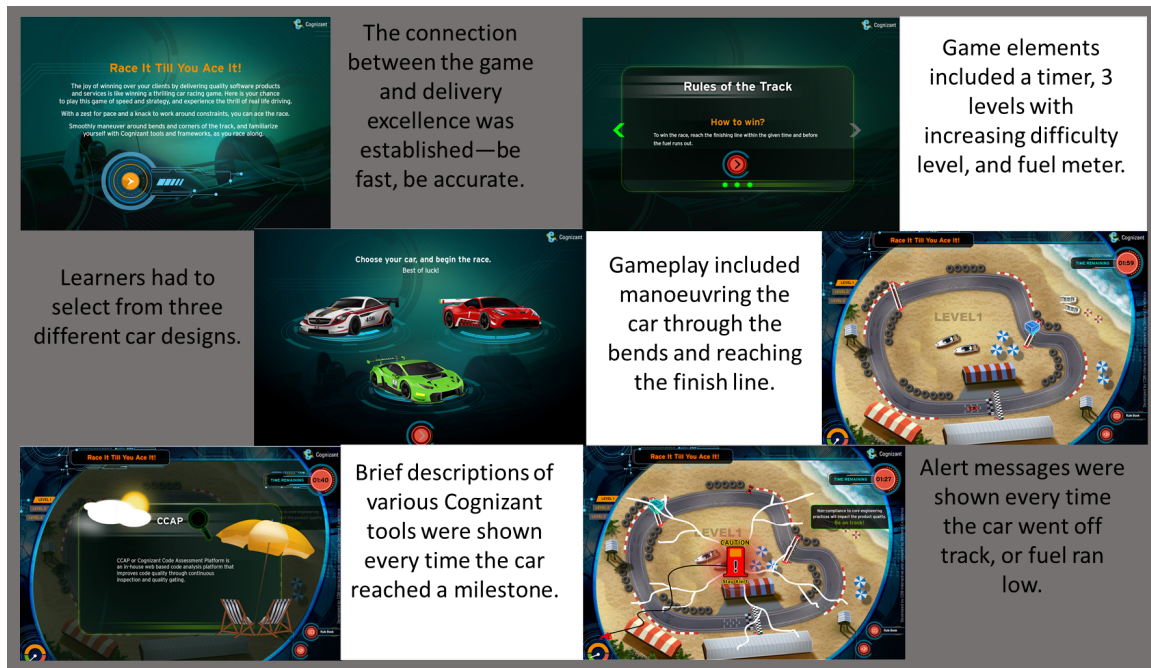
Figure 12: Game-Based Module 1 Screenshots



Source: Cognizant

Race it till you Ace it: The Car Racing Game

Figure 13: Game-Based Module 2 Screenshots

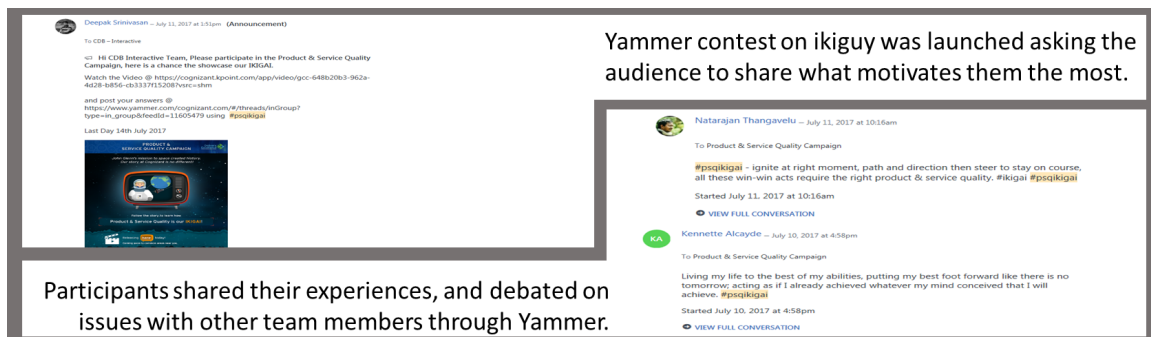


Source: Cognizant

Yammer Activities

Various activities on Yammer encouraged learners to share their experiences and ideas. Discussion threads, quizzes and online contests helped associates explore the powerful tenets of collaborative learning.

Figure 14: Yammer Campaign Screenshots



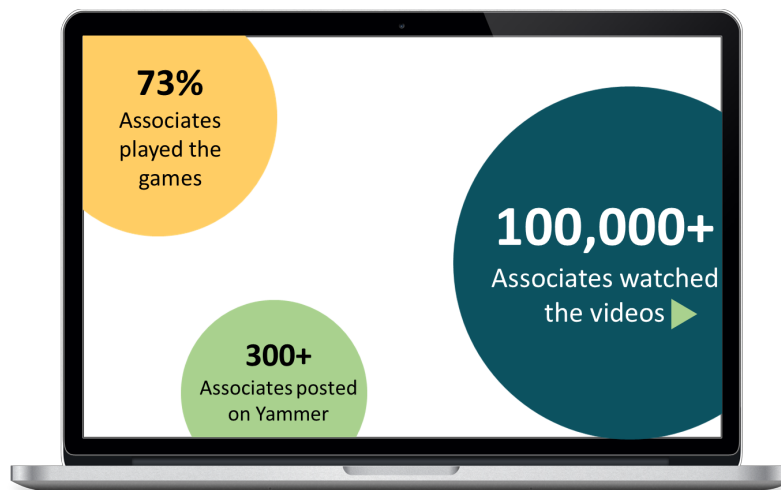
Source: Cognizant

Overall

Summary of Key Findings

The threefold approach of awareness, information and engagement had the desired effect on the learners. The teaser and launch mailers created a buzz, driving in a lot of traffic to the interventions.

Figure 15: Audience Participation.



Source: Cognizant

The varied learning interventions ensured the learners were engaged throughout.

- A shift from the typical learning interventions brought in a fresh angle to learning. This was appreciated by the learners based on the feedback received.
- The online modules leveraged game elements to engage learners and encouraged them to apply their knowledge.
- As the learners went through the videos and challenged themselves with the games, they were subtly made aware of the importance of excellence at work.

Lessons Learned

Here are the key lessons learned while developing the DE Enable program.

- Awareness tools such as mailers and animated videos can be customized to make them suitable for learning.



- Moving away from conventional training modules and assessments can create an informal, yet powerful medium of learning.
- Adding a layer of story to the content can help the learners assimilate the knowledge better, thus, enriching their learning experience.
- Customized learning modules with game elements can offer great opportunities to apply the acquired knowledge.
- Leveraging collaborative platforms like Yammer contests and conversation threads can make learning more effective.

Future Outlook

The success of the DE Enable program has set the benchmark for the digital learning team. There are plans to enhance the learning experience further, some of which include:

- Number of learning modules to be increased from two to six to cover other aspects of delivery excellence.
- Two more Yammer contests to be organized inviting the learners to share solutions to common workplace challenges.
- A series of micro videos to be released to cover various delivery excellence best practices in a nutshell.

Conclusion

Imparting training requires a more holistic approach than what can be achieved through conventional training. With thoughtful design and a robust development process, it is possible to engage learners to bring about changes in their outlook.



About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Inspiring a Better Workplace Experience

Our mission: Empower excellence in organizations around the world through our research and tools every day. At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient.

Membership Offers Tailored Support

Our membership delivers much more than research. Membership provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

RESEARCH ACCESS & EVENTS

- Reports
- Case Studies, Frameworks & Tools
- DataNow® & TotalTech®
- Webinars and Research Spotlights
- Annual HCM Conference

ADVISORY SUPPORT

- Ask the Expert
- 1 on 1 Consultations
- Research Briefings
- Benchmarking



CLIENT SUCCESS PLAN

- Your Priorities
- Executive Sponsor
- Client Associate
- Monthly Meetings

Strategic Consulting Offers Expert Solution Development

Our consulting draws on constantly updated research and hundreds of case studies from around the globe. We provide services that simplify and target efforts to produce business results.

BENCHMARKING

- Competitive/Comparative
- Maturity Model
- Custom Research

STRATEGY

- Business Case
- Planning
- Organization & Governance

TECHNOLOGY SELECTION

- Vendor Selection
- Architecture Design
- Systems Evaluation

DEVELOPMENT & INTEGRATION

- Program Design
- Assessment
- Survey
- Process Integration

For more information, contact us at success@brandonhall.com.