

ET Tech, India: Cognizant's Chief Learning Officer Outlines how Cognizant's Learning and Development Initiatives have Evolved



"There is the need for a complete makeover of how businesses view their talent pool and approach employee learning and development," says **Stefaan Van Hooydonk**. Excerpts:

How have the learning and development (L&D) initiatives at Cognizant evolved in the last few years- both for new joinees and senior management?

Over the years, the ecosystem, and consequently the business and the company has changed significantly. We have made a very conscious effort to ensure our corporate learning strategy has evolved to keep pace with these changes.

We have put the employee at the core of our strategy and offer programs that can be tailored around their choices, needs, and work/time constraints. Today, classroom sessions account for just 15% of our L&D catalogue; the other 85% comprises virtual modules.

What are the emerging technologies you are focusing on upskilling your employees in and how is this being done?

Given the market dynamics, this is a constantly evolving list; however, broadly, we focus on new technologies such as digital engineering, digital experience/ interactive, automation, industry platform solutions, artificial intelligence, analytics, and cloud transformation.

How much does the company invest in these initiatives and has this figure changed in recent times?

While we cannot reveal the investment numbers, we view skills and learning agility as a crucial competitive advantage and have been making deep investments into our L&D programs to ensure that we have a readily deployable talent pool for all business and technology requirements.

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