IMPROVING EMPLOYEE ENGAGEMENT:

VILNIUS COGNIZANT CENTRE

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COGNIZANT'S PROBLEM

Despite a well-structured system, Cognizant's Vilnius branch faces challenges in three key areas:

Growth and development   Recognition   Strategic alignment

Major focus was on: **Growth and development**
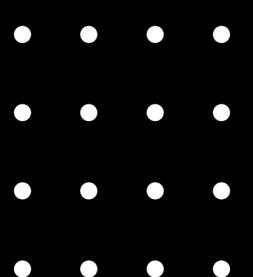
METHODOLOGY

THEORETICAL PART

Desk research method of trusted sources, thematic analysis.
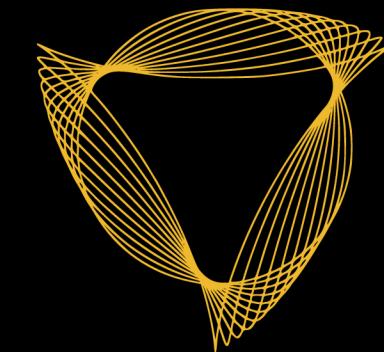
ACTION PLAN

Interviews with representatives from Cognizant, thematic analysis of transcripts.

Basis of proposals - updating the existing flawed systems, instead of "reinventing the wheel".

THEORETICAL ASPECTS OF EMPLOYEE ENGAGEMENT

ENGAGE THE LEADERSHIP

ENCOURAGE SELF-DISCOVERY

MEANINGFUL FEEDBACK

REVISE THE MISSION

LOWERING DECISION FATIGUE

THEORETICAL ASPECTS OF GEN Z AND CHARACTER TRAITS

PERSONAL CHARACTERISTICS

- Personal initiative;

- Investment into the organization;

- The need of recognition.

GEN Z FEATURES OF MOTIVATION

- Money is not the primary motivator;

- Opportunities of personal growth are crucial;

- The need of greater meaning in work.

MARKET BEST PRACTICES

MICROSOFT

- *Building community through communication*

- *Professional Development*

- *Team-Building Activities*

- *Pulse Surveys*

Example of an initiative used at Microsoft - **Microsoft Viva**

SUCCESSOR PROGRAMS & MENTORSHIP FOR ALL POSITIONS

GROW YOUR JUNIORS.

Have mentorship and active involvement for all junior-senior succession type positions.

Consultations with mentors from other positions should be encouraged.

BASED ON:

Theory suggests the importance of motivating leadership & the existence of self-development programs.

BENEFITS:

Lower turnover, "natural" growth of the employees, more learning & development, higher engagement.

PREVENTING DECISION FATIGUE

Minimizing the number of decisions and choices that need to be made can reduce decision fatigue and boost engagement

Providing a few personalized choices for every employee can be a solution, this can be done using:

Use a system to determine specific programs based on employee survey data.
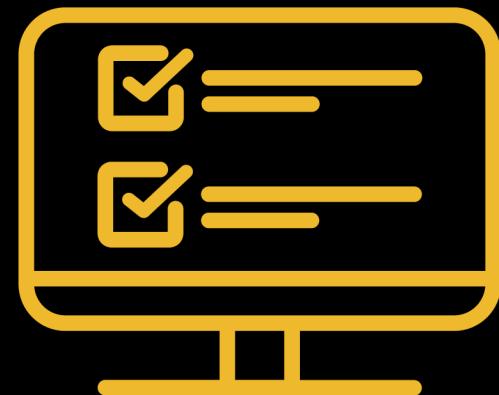
Forward the decision to managers who understand the employees' relevant skills and weaknesses.

Implement a rotating system offering development program choices that change periodically.
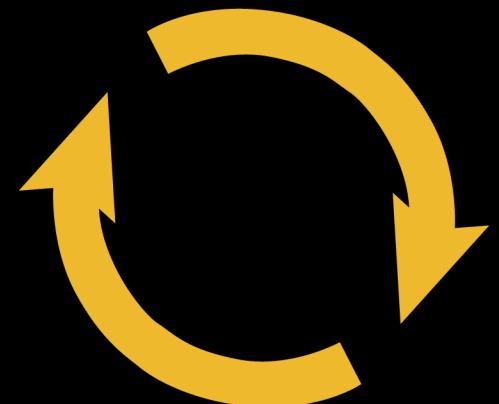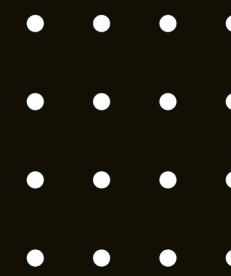
"DOUBLE FEEDBACK" - LISTEN, EVALUATE AND SUGGEST

During the monthly one-on-ones do the following:
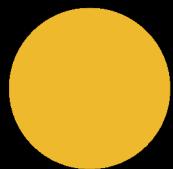
Allow for the employee to state their experiences (already exists).
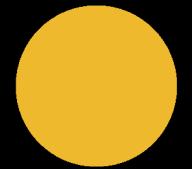
Provide feedback of the employee's performance: their strengths, weaknesses.
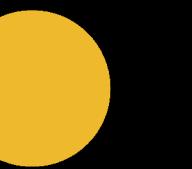
Suggest suitable growth initiatives, based on the potential and strengths of the employee.
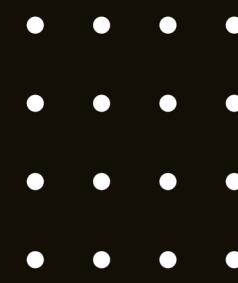
RATING SYSTEM
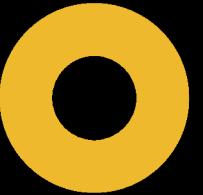
Problems with Five-Star Rating System and how they can be fixed

Five-Word Rating System

Outstanding performance

Exceeded expectations

Met expectations

Needs Improvements

Unsatisfactory

Four-Star Rating System

★★★★ Exceeded

★★★ Achieved

★★ Needs Improvements

★ Unsatisfactory

COMPANY'S VALUES

Storytelling and
Case Studies

Word Cloud
Expercise

PLAN OF ACTION:

Successor programs;

Decision fatigue prevention;

Double feedback;

Rating system enhancement;
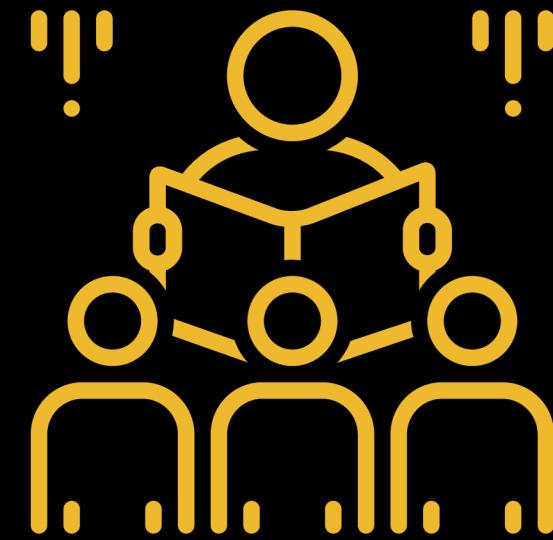
Storytelling, Case Studies and Word Cloud Exercise.

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