



THE
ENGAGEMENT
ENGINE
WORKBOOK





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LADIES AND GENTLEMEN... START YOUR ENGINES!



As we've shown **time** and **time** again, learner engagement is the single biggest success factor for any learning & development initiative. Trying to get by without learner love, is like trying to fly a kite without any wind. You'll never get your programme off the ground.

A Learning Management System free of any engagement initiatives is destined to become a learning graveyard. The very thought of this makes us feel a bit sad. Picturing an LMS without any learners is like imaging the Eiffel Tower without any tourists.

With this in mind, we gave our learning wizards some power tools, three tonnes of scrap metal and a spell book, before tasking them with building the world's first dedicated engagement engine. We'll show you how it works in just a moment. But first, let's take a look at what Learning & Development professionals across the globe are trying to achieve.

THE 3 STEP GUIDE TO BEING A MODEL L&D SUPERSTAR:



Learning & Development folk were placed on this Earth to spread good cheer, cultivate smiles, unlock potential and open doorways to new possibilities. They are the unsung heroes of organisations all over the world. Here's how they do it:

1. BY CREATING A LEARNING CULTURE:

At all times, learning needs to feel fresh, exciting and invigorating. The release of new content should create anticipation and excitement on a level with Adele putting out a new album, or J.K. Rowling conjuring up another Harry Potter book. It's up to L&D types to ensure that learning is valued and celebrated throughout their organisation.

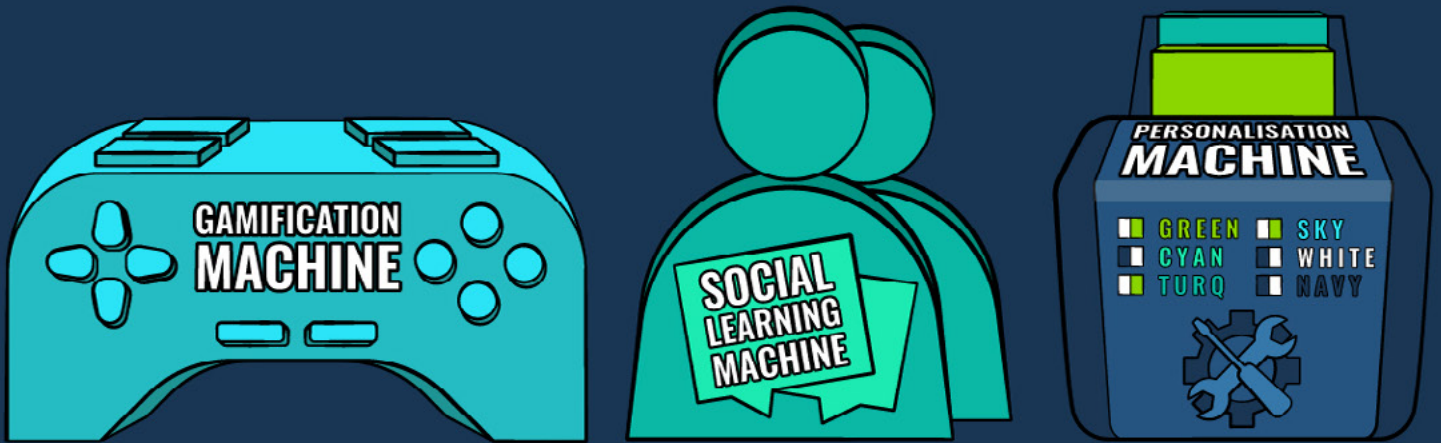
2. BY CREATING AS MANY OPPORTUNITIES FOR LEARNING AS POSSIBLE:

Once you've got learners chomping at the bit for fresh content, you'll need to provide them with opportunities to sink their teeth into new material. The model L&D professional needs to create learning opportunities, deliver them and report on the results. Ideally this should be a KPI (Key Performance Indicator) that grows in scope as their organisation evolves and innovates.

3. BY PROMOTING INFORMAL LEARNING:

You've delivered your latest training initiative. You've spent your entire budget. Now you need to make damn sure that your investment doesn't evaporate in front of your eyes. It's the model L&D professional's job to create a culture of knowledge sharing to drive intellectual capital and ensure information becomes embedded within their organisation.

INTRODUCING THE ENGAGEMENT ENGINE!



Being a L&D superstar isn't easy. You can only keep so many plates spinning before they all come crashing down around you. That's why we built the Engagement Engine. It'll take your learners from 'zero' to 'hero' in a matter of moments.

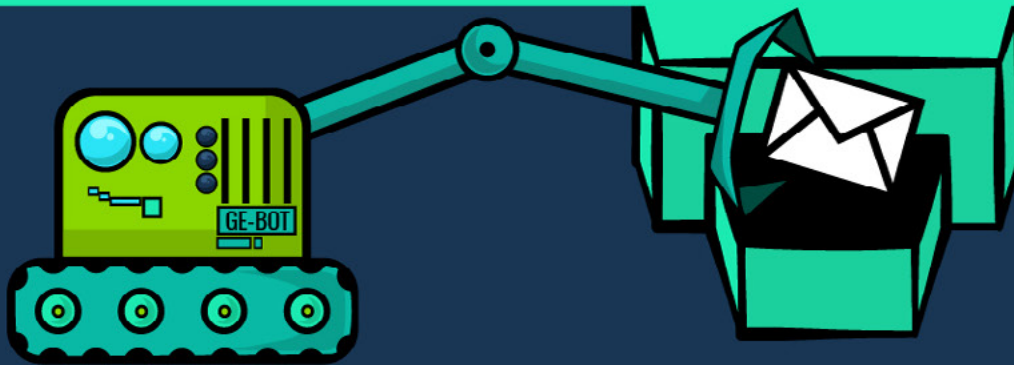
The Engagement Engine is made out of three individual parts: **GAMIFICATION**, **SOCIAL LEARNING** and **PERSONALISATION**. These are online learning's agents of engagement. The terrific trio of learner love. When combined together, it's like shooting concentrated bursts of inspiration into your learners' bloodstream.

But there's still one thing missing:
the fuel that greases the wheels, pulls the levers and turns the cogs.

THE FUEL: YOUR ORGANISATIONAL MISSION, VISION, VALUES AND BRAND

Without spinach, Popeye is just your average sailor man. Likewise, without your input, our swanky new Engagement Engine would only be good for gathering rust and fading into obscurity. Your organisational philosophy is the high-octane fuel that powers the machine and makes it work.

Remember this: your employees don't want a job. They want a mission and a motive. They want to belong to something bigger than themselves. They are legacy builders; they want what they do to have ramifications outside of the here and now. If you can tap into this notion of 'Epic Meaning', you'll be well on your way to a successful L&D programme.

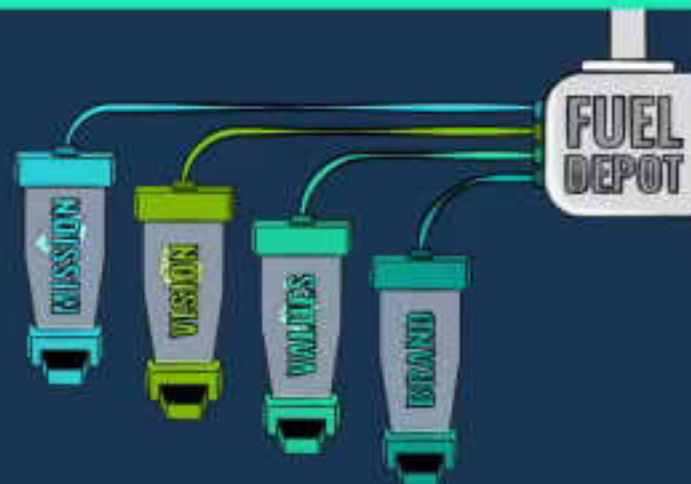


Did You Know: A survey of 28,000 individuals found that a personal commitment to an employer's core values is the top driver of employee engagement.

- Helene Cavalli, Right Management

Learning is an opportunity for meaningful internal branding. By linking learning to your organisational mission, vision and values, you're unlocking deeper levels of relevance and driving motivation. Your brand and your learning initiatives should be joined at the hip. Where one goes, the other should follow.

If you're a fun, engaging, inspiring company, don't pump boring training content into the world. If you're an innovator within your market, you should look for innovative training solutions. If one of your values is 'teamwork', then ask yourself this: are you providing enough opportunities for your learners to collaborate?



ACTIVITY: FIND YOUR LEARNING INITIATIVE'S VALUE

Think about your organisation's key values and list them below. How do they make you feel? If they don't provoke any emotional reaction, or response, then you need to re-articulate them until they do. That's how you deliver 'Epic Meaning'.

Take a minute to think about your organisational 'mission' and write it down. Does it drive activity? Does it cultivate the right kind of behaviours? How can it be used to back the goals of your Learning & Development initiatives?

What's the story of your brand? How can you utilise this within your training content? Brainstorm some ideas and include suggestions about how this can bring your narrative to life with imagery that fits your brand.



These are the elements that you need to power the Engagement Engine. Once they've been funnelled through our machine, your learners will start transforming into fully-engaged, fired-up superheroes in no time. The L&D Function is about to strap on nitro-boosters, hit the turbo-button and achieve lift-off.

BUT BEFORE WE GET CARRIED AWAY, LET'S TAKE A LOOK AT THE REST OF THE ENGINE.

SECTION #1: PERSONALISATION



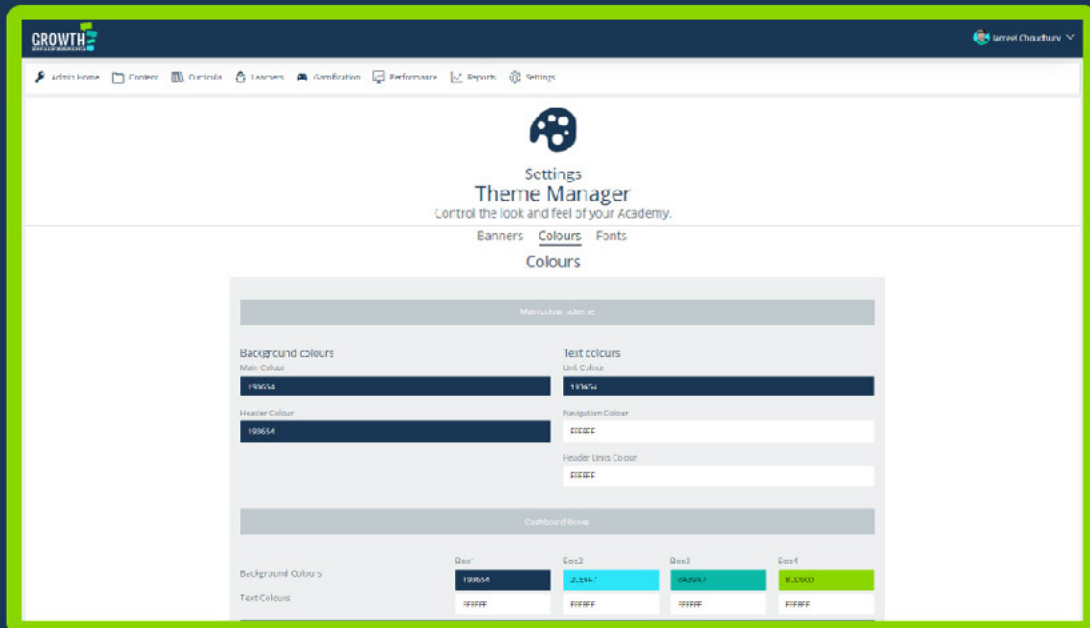
Meaning drives motivation and motivation drives action. But how do you make your learning meaningful? That's easy: for something to have meaning it needs to be relevant to your audience. More than that, it needs to be relevant to each and every individual within your audience.

Studies published in *Mind, Brain and Education* demonstrate links between personal relevance, emotional engagement and memory storage.

- Mind, Brain and Education

Find Your 'Why': To create 'Epic Meaning', your learners will need to believe that your Learning Management System (or your learning platform) is greater than the sum of its parts. It has to be so much more than a simple training delivery vehicle. Every new learning platform needs a name and a mission. This should always be drawn out of your company's vision, values and mission statement.

For instance, at Growth Engineering, our internal Learning Management System isn't just there to host eLearning. It's a Learning Superhero Production Machine. We've customised everything to reflect this ethos.



ACTIVITY: GET CREATIVE

Now it's your turn. Take a minute to think about how you can add 'Epic Meaning' to your LMS. In an ideal world, free of all restrictions, what would you name your Academy? What would its mission statement be?

SECTION #1: PERSONALISATION

What else can you do to drive next-level relevance on an individual learner basis?

- **Treat Learners as Individuals:** Your learners need recognition. For instance, all your learners should have a 'Profile Area' and opportunities to express themselves. Training content should also be personalised to call up key details like your learners' names, job titles and responsibilities (this can be configured with 'The Discovery Method').
- **Use Relevant Imagery & Terminology:** At all times, remember your audience. If you're not sure whether certain terminology or imagery will resonate, then tweak it until it feels right.
- **Use The Relevant Delivery Methods:** If you've got a global team, consider adopting a flexible online solution. If your team are on the road all the time, provide a mobile learning solution.
- **Base Learning on Role Competencies:** Learners should be able to see the competencies that are attributed to their job roles and access associated training and development resources that will have a meaningful impact on their career development.



THEME MANAGER



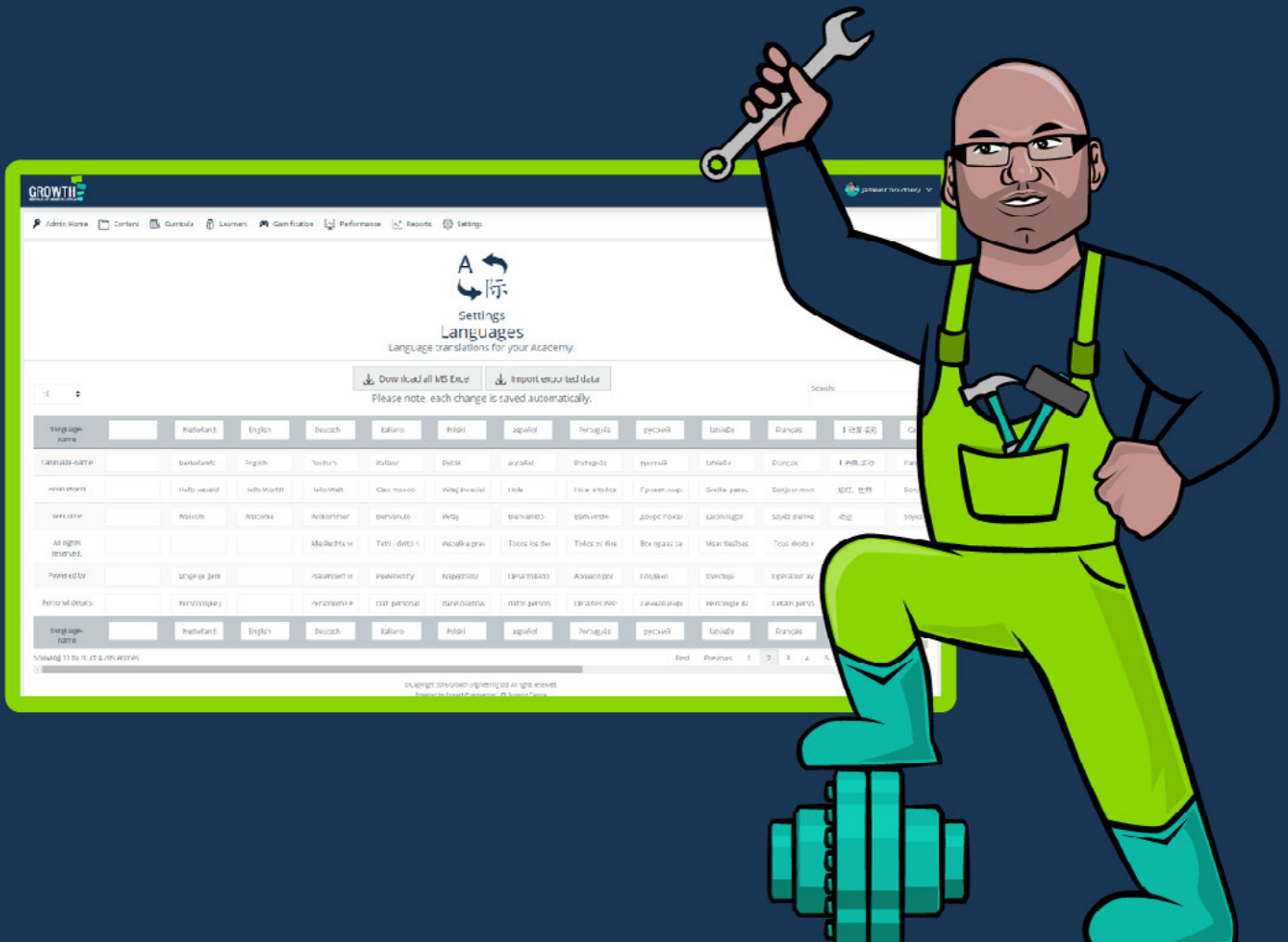
SETTINGS



LANGUAGES

The screenshot displays the 'Settings Theme Manager' interface for GROWTH Academy. The page title is 'Settings Theme Manager' with the subtitle 'Control the look and feel of your Academy.' Below the title are tabs for 'Banners', 'Colours', and 'Fonts', with 'Banners' selected. The main content area is divided into two sections: 'Banner Settings' on the left and 'Active Banners' on the right. The 'Banner Settings' section includes fields for 'Banner Size' (Large Banner: 1280x100px, Small Banner: 640x100px), 'Banner Transition' (Length of transition in seconds: 1000, Rotation speed in degrees: 2000), and an 'Update' button. The 'Active Banners' section shows a list of banners with their preview images, titles, and 'Link' and 'Delete' options. The banners include the GROWTH logo and a promotional banner for 'WAGE WAR ON SKILL ONLINE LEARNING'.

SECTION #1: PERSONALISATION

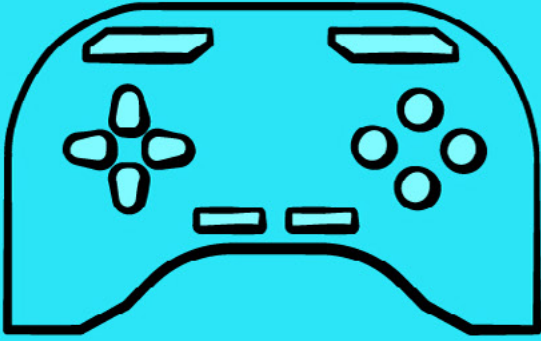


- **Provide Role Development Opportunities:** Don't block your learners' development. Provide as many opportunities as you can for them to branch out. They may wish to expand their role into other areas, or build out their responsibilities. As such, you should carefully signpost all relevant content for adjacent or higher roles within your organisation.
- **Get Professional:** Fully-fledged professional qualifications or certifications can hold real meaning for your learners. If your training can deliver a formal qualification, then you're adding yet another motivating ingredient to an already delicious broth.
- **Get Rewards Right:** Whether you're using intrinsic or extrinsic rewards to power your training programmes, you need to ensure they're relevant and meaningful to your audience. Not everyone will be motivated by a Spa Day!

ACTIVITY: RAISE YOUR RELEVANCY!

Examine your key content programmes and write down ways you could raise levels of engagement by increasing their relevancy:

SECTION #2: GAMIFICATION



We've made it to the second section of the Engagement Engine: Gamification. This is where we bring the fun factor. Gamification ('the application of gaming mechanics to non-gaming environments') helps to make learning experiences more enjoyable, which in turn builds learner engagement.

It's all about making learners love their learning, so you don't have to provide external motivating factors. It's the carrot, not the stick.

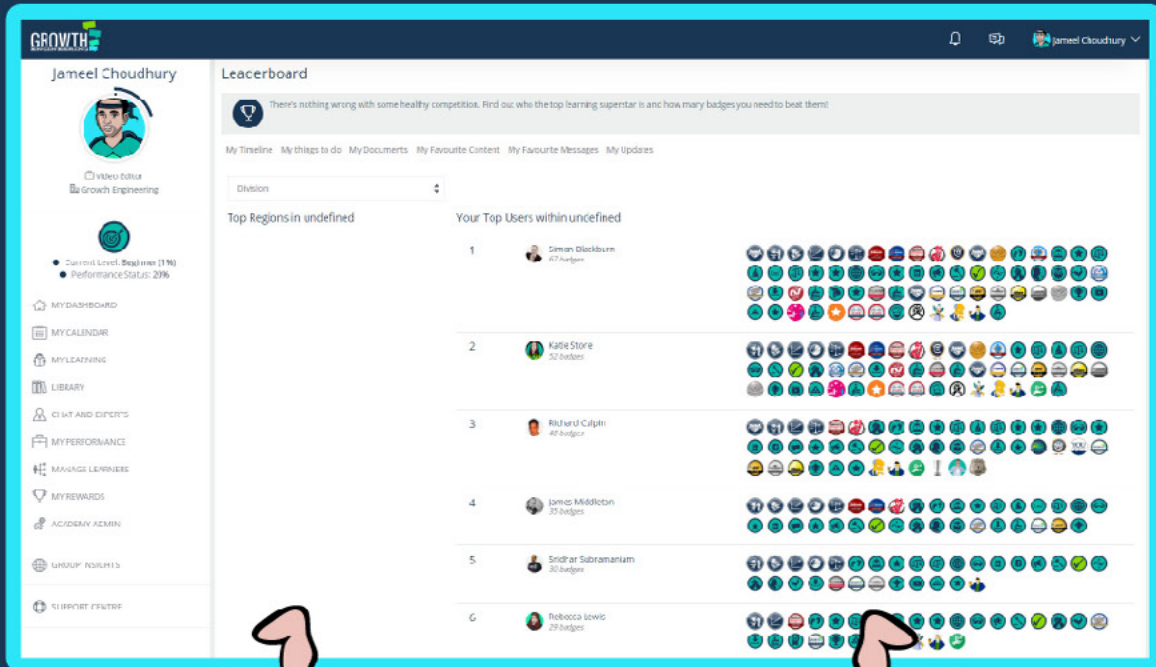
Title	Score	XP	Status
Know It All: To be awarded You've received this Achievement for sharing your knowledge for the 100's time. Is there anything you don't know?	N/A	0	
Task Materials	N/A	0	
User Guide	N/A	100	
Inclusive Assessment	0	-	
Upselling HP So-Mess - Part 1	N/A	0	-
Growth Engineering's High Impact Video - Shored Content that wins creates levels of engagement that transforms online learning experiences into powerful...	N/A	0	
QueenVid - Education	N/A	1000	
Extra Lessons - 15.12.2015	N/A	100	



According to a *University of Colorado* study, those who took game-based learning (rather than typical training content), scored 14% higher in their assessments and increased their retention by 9%
- University of Colorado

SECTION #2: GAMIFICATION

We're often told that gamification is best suited for younger audiences. We're told that it's for millennials. In truth, however, gamification works with everyone. And we mean everyone! Why? Because everybody wants to win! As George Bernard Shaw said, 'we don't stop playing because we grow old, we grow old because we stop playing.'



DID YOU KNOW:



The average game player is 35 years old.
- **Entertainment Software Association**



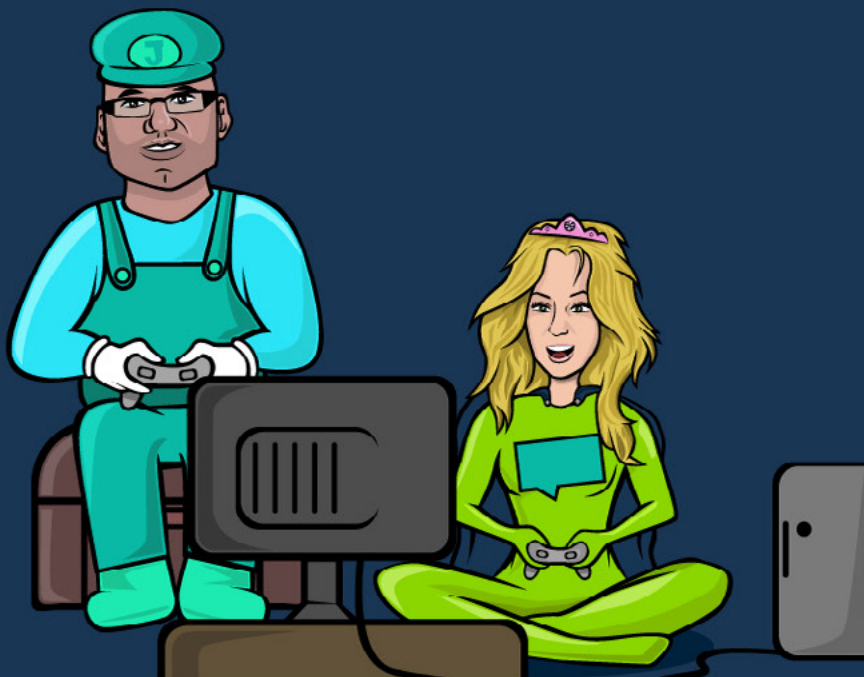
79% of learners believe that their motivation would be boosted if their learning environment was more like a game.

- **TalentLMS Survey**

SECTION #2: GAMIFICATION

How to apply gamification to online learning

- 'Badges' that serve as virtual rewards for learners' hard work.
- 'Achievements' that reward learner interactions (outside of completing content).
- The use of personalised 'Praise Badges' to reward learners' positive contributions.
- Adding a timer to specific learning activities or collaborative enterprises.
- Building 'Levels' to give a sense of progression and status.



- Adding unlockable elements to cultivate curiosity.
- Cultivating 'Ownership' through visible status symbols, or responsibilities (i.e. granting a learner 'Expert' status on a particular subject matter).
- Delivering 'Quests', rather than content. Your learning campaigns should be mission based and as narrative-driven as possible.
- Utilise 'Leaderboards' to encourage healthy competition among learners.

ACTIVITY: GET YOUR HEAD IN THE GAME!

Brainstorm TEN ideas for gamifying your training (online and offline). How can you use game mechanics to take your L&D programmes to the next level? Feel free to use the above list for inspiration. Now rank them on a leaderboard: what made it to number one?

SECTION #3: SOCIAL LEARNING



Last, but certainly not least. The reinforcement element. Without social learning, knowledge will not stick and behaviour will not change. Your brain holds new information as you would a wet bar of soap. Without reinforcement from social learning initiatives, it'll slip from your hands like an eel making a desperate bid for freedom. Social learning helps to redress the balance, turning learning into knowledge that sticks and transforms behaviour.

Did You Know: According to *HR Magazine*, Fortune 500 companies lose roughly \$31.5bn a year by failing to share knowledge.

- Pamela Babcock, HR Magazine

Social activity acts as a bridge between knowledge and behaviour. It drives engagement and allows your team to apply their knowledge in contexts that are meaningful to them. Here's how it works:

- Social learning motivates learners as they make their knowledge (and the ways they apply their knowledge) visible to others. Sharing is caring, after all!
- This grants visibility to your internal champions, whilst promoting a culture of expertise. When you give your learners an opportunity to contribute, it fosters a sense of belonging.
- Social learning provides opportunities for repetition of information, which reinforces knowledge and helps your brain to retrieve information when you need it.



- Social learning ensures that knowledge is cascaded throughout your organisation (and doesn't get trapped in any pesky information silos).
- It also helps organisations to capture and retain knowledge – even once 'experts' have left your business.
- Social learning allows your learners to apply their training to contexts and situations that are relevant to them.

SECTION #3: SOCIAL LEARNING

If you've heard of the **70:20:10** framework for learning before, you'll be aware that social learning is super learning. But how do you embrace social learning best practise on a Learning Management System or online solution?

FEATURE #1: A SOCIAL STREAM

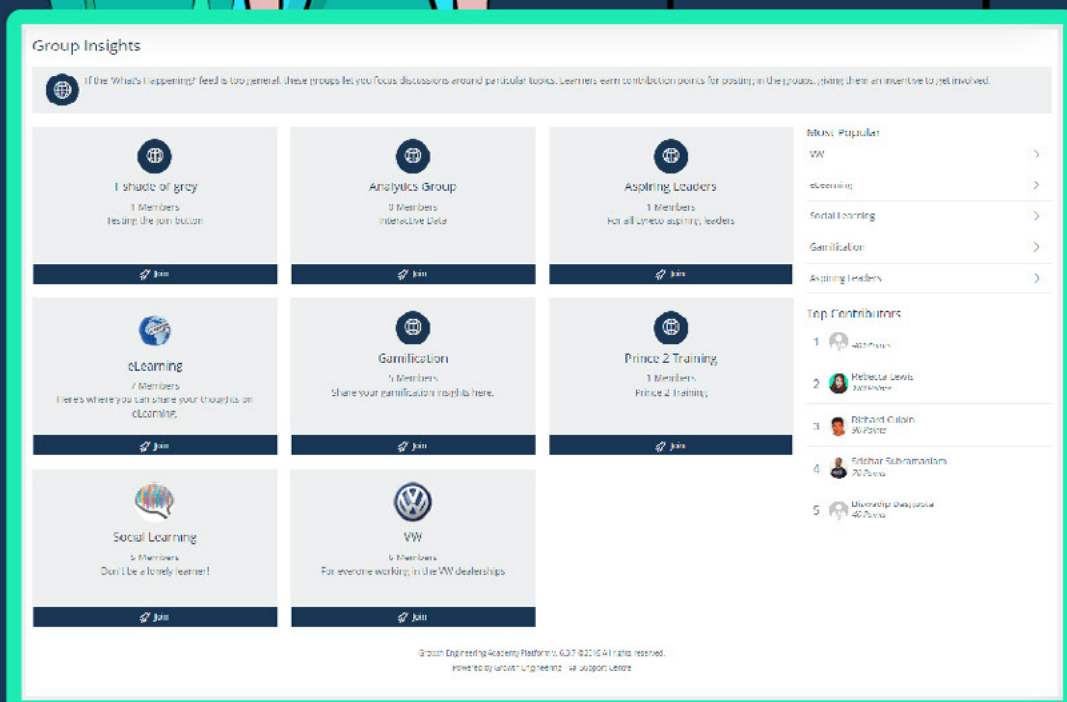
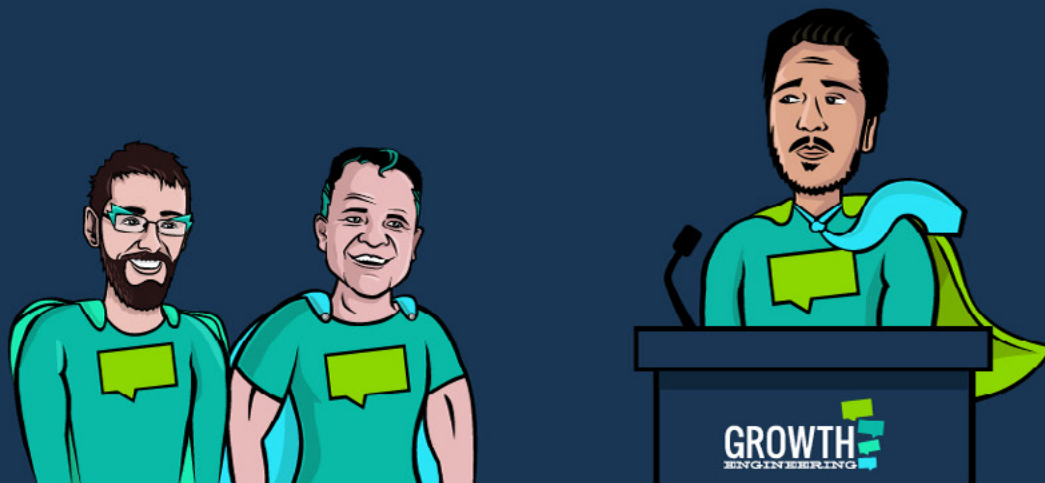
A social stream, or 'timeline' is crucial to any informal learning strategy. This stream should display news, announcements and updates from learners. It's a great way to keep your finger on the pulse of your Learning Management System.

FEATURE #2: LIVE CHAT

Live Chat is the communication method of choice for learners longing for instant gratification. If they have a question, or need help right away, they can view a directory of 'available' learners and get in touch immediately.

FEATURE #3: GROUPS

Instead of trying to create discussion areas covering the length and breadth of your training programme, we recommend that you create distinct groups, each focused on different criteria (e.g. training topics, job roles, experience levels).



SECTION #3: SOCIAL LEARNING

FEATURE #4: EXPERT GROUPS

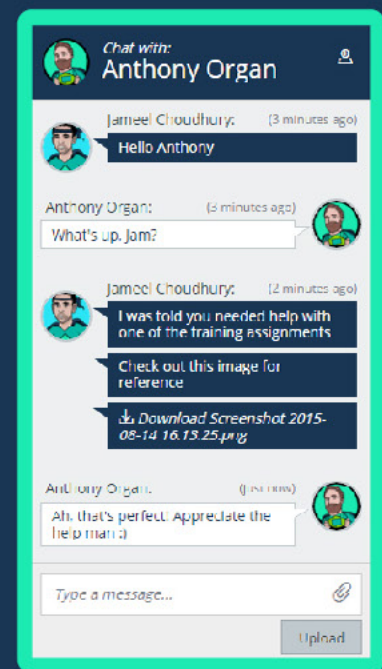
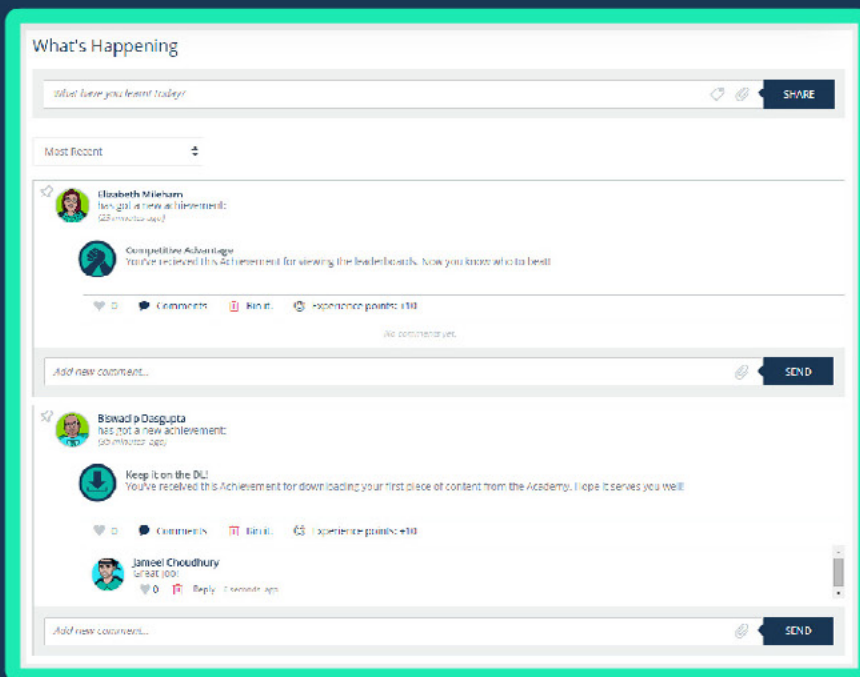
Throughout your business, you'll have a variety of different subject matter experts acting as knowledge silos. You need an area of your solution that allows your learners to tap into what your SMEs know.

FEATURE #5: SOCIAL Q&A

Throughout the course of a learning initiative, the same questions are likely to arise again and again. That's why FAQs are a common part of any training programme. They provide a repository for all the important stuff that your learners need to know.

FEATURE #6: SURVEYS

Unless you're a powerful mind-reader, it's not always easy to figure out what your learners want. But there's no need to do any guesswork. A good survey tool can help you get answers to important questions.



ACTIVITY: UNLEASH YOUR EXPERTS

So many organisations fail to embrace informal learning initiatives. On a scale of 1 to 10, how good is your organisation at social learning? What steps could you put in place to achieve a perfect ten? In other words, what could your organisation do to get people talking about what they know?



THE OPERATOR

A fully-fuelled Engagement Engine can turbo-charge your learners towards their goals, cultivate a knowledge sharing community and ultimately transform organisational behaviour... but it's useless without somebody pushing the buttons to make it go.

WHAT DOES THE OPERATOR DO?

You could have the most powerful car in the world, but it would never perform at its best without an excellent driver sat in its seat. In the same way, the Engagement Engine will never perform at its best without a learning superhero operating it!

A machine with such potential for change needs a driver who lives and breathes the values that demand that change. Learning managers want their learners to succeed and their organisations to grow as a result.

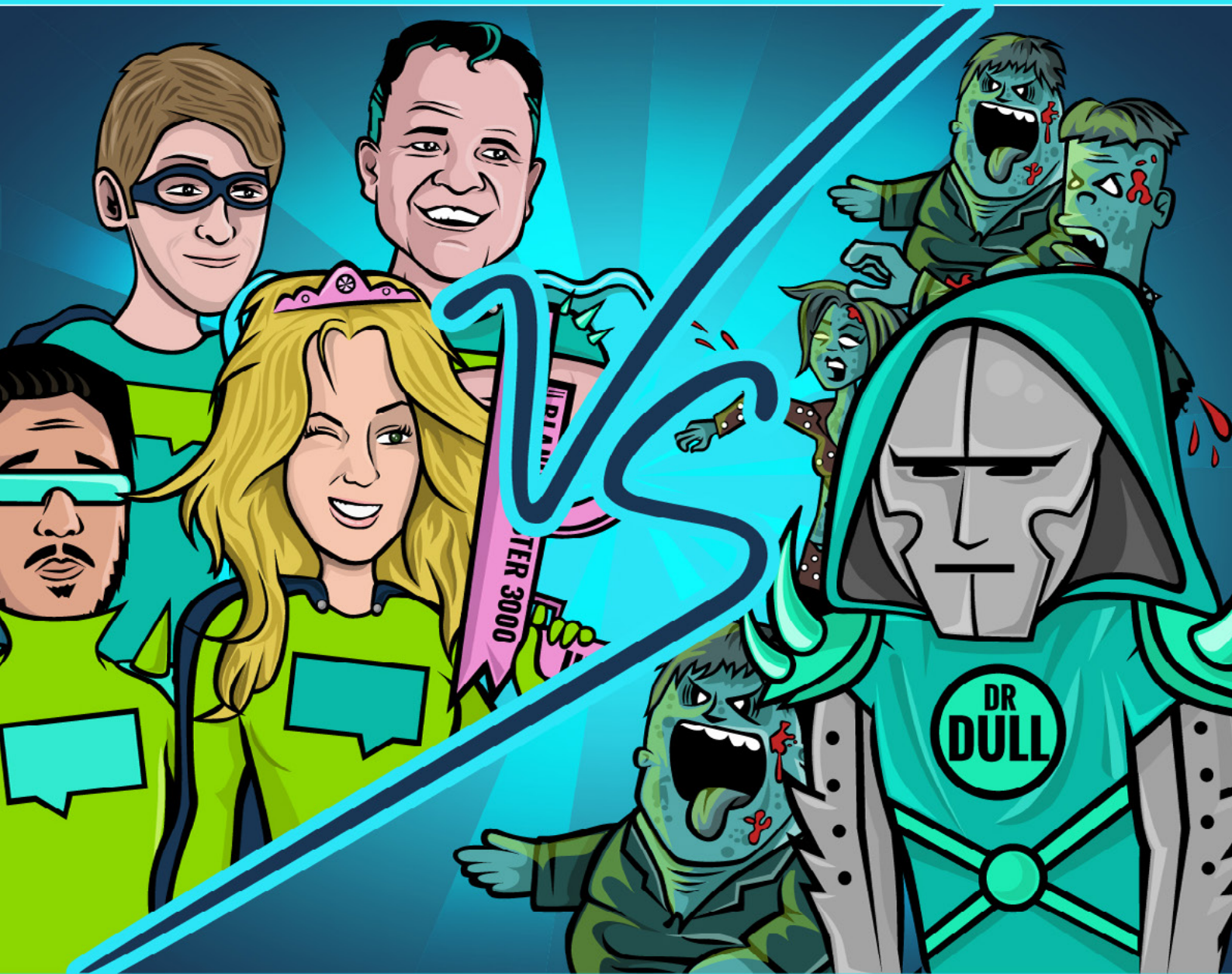
A great LMS administrator uses every element in the Engagement Engine to its full potential. Even with such a payload of features, the Engagement Engine is designed to make the admin's job as simple as possible. This leaves them free to switch gears, put their foot down and take their learners from naught to awesome in under 60 seconds!

ACTIVITY: THE PERFECT OPERATOR

Just as we've built the perfect engagement engine, we want you to build the perfect operator! Think about the learning manager running the show and decide on FIVE attributes they must possess. Be sure to mention how they will be essential for driving engagement!

THE ENGAGEMENT ENGINE IN ACTION:

You've seen the theory behind the Engagement Engine, now it's time to see it in action. We've pushed the big red 'Start' button, the cogs are turning, the gears are grinding and the pistons are shaking like Elvis's leg. Let's see what happens when every element of your training programme is working in perfect harmony to produce unprecedented levels of learner motivation.



PERSONALISATION ON THE ACADEMY SUPERHEROES PLATFORM:

When we set out to create a training and support platform for Academy LMS Admins, we were wary of creating a solution that didn't stick. We knew we couldn't just deliver content and cross our fingers in the hope that these super-busy Admins would find time to come back for more. To cultivate active learner engagement, we knew we'd have to create a cohesive Academy concept and wrap a narrative into the learning experience.

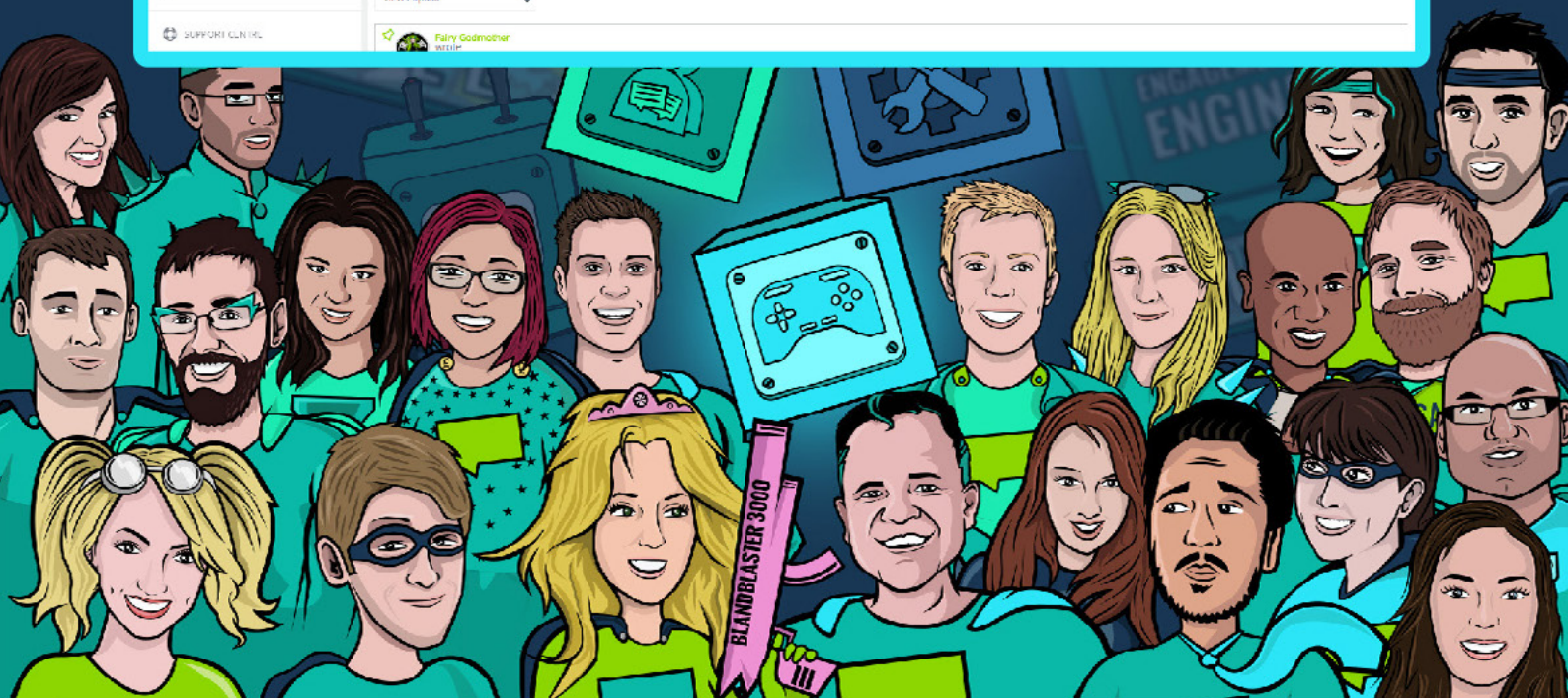
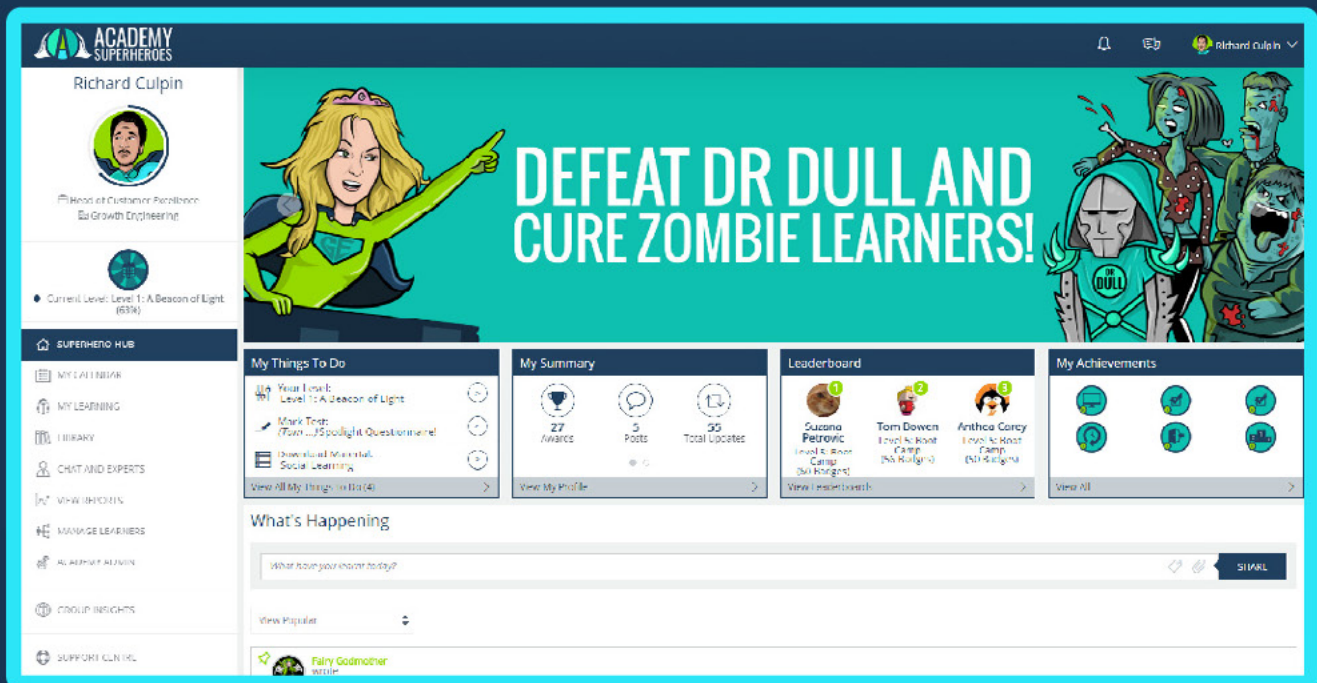
Out of this approach sprung the Academy Superheroes platform. When Admins log-in, they're pitched into a high-stakes mission of good-versus evil, fighting off swarms of unengaged zombie learners and battling the fiendish Dr Dull. As Admins explore the platform and progress through the story, they access an arsenal of resources, such as functionality guides, tips, tutorial videos and so much more.

THE ENGAGEMENT ENGINE IN ACTION:

HERE'S HOW WE BUILT 'EPIC MEANING' INTO THE ACADEMY SUPERHEROES PLATFORM:

- We created a full identity for the Academy, using a logo, special banners, a consistent colour scheme and suitably heroic terminology throughout.
- We mapped out a 'Level Structure' that reflects a superhero's origin story.
- We created 'Badges' that represent different super powers. The more content a learner consumes, the more powerful they become.
- We launched special missions, like 'Find the Six Hidden Parts of the Engagement Engine'.
- We asked Admins to share their experiences using video.

The Result: A super-engaged learner-based, who are taking this best-practise approach to online learning across to their own Academies.

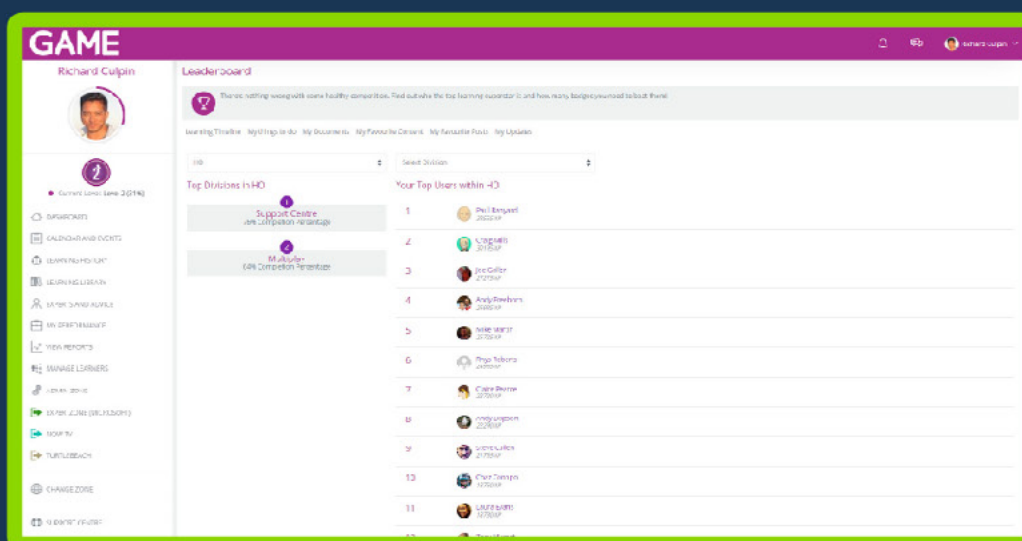
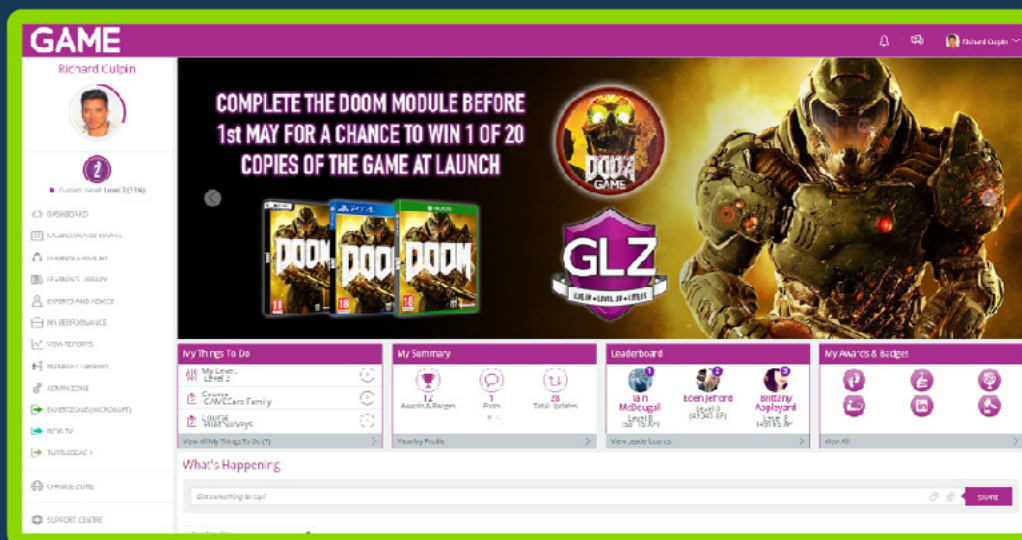


GETTING GAMIFIED ON GAME ACADEMY:

GAME is the leading specialist retailer of video games in the UK and Spain. They operate more than 320 stores and employ more than 3,700 staff throughout the UK. When weighing up their options for an online learning solution, they knew that they would have to focus on learner engagement to produce the results they needed.

And what better way to engage an audience of video-game lovers than through game mechanics?

- GAME Academy uses customised '**Badges**' as virtual rewards to help spur activity.
- As learners on GAME Academy consume content, they '**Level Up**' earning access to more training materials.
- GAME Academy's '**Leaderboards**' are full of learners competing for the highly sought-after top spot.
- The Academy Admin (or 'Operator'), runs numerous engagement initiatives including '**Competitions**' and 'Learning Campaigns' with real world rewards.



The Results: Like Mario and Luigi, gamification has proven to be the perfect partner for GAME's training programme. GAME's learners log in an average of 12 times every 4 months, proving that they keep coming back for more. At the time of writing, the top learner on GAME's Academy has 98 Badges!

A SERIOUSLY SOCIAL SOLUTION FOR HENDRICK ACADEMY:

Hendrick Automotive Group is the largest privately held automotive dealership group in the United States, employing more than 10,000 people. With their Academy solution, they were hoping to raise the standards of training throughout their organisation, whilst simultaneously boosting levels of engagement with their learning programmes.

With more than 10,000 learners using the platform, they were aware that they had a wealth of intellectual capital at their finger-tips. Creating a solution that allowed learners to share their knowledge was essential.

- The **'Social Stream'** at the heart of the Academy collects learner comments, news events and learning achievements in one handy space.
- Hendrick utilise **'Insight Groups'** to focus (and incentivise) discussion around specific topics.
- The **'Experts Area'** lets learners reach out to Subject Matter Experts within the organisation.
- Hendrick use **'Social Campaigns'** to drive learner engagement. A great example of this is the 'Message from Mr H' video series, which is watched by thousands of users within an hour of its release.

The screenshot displays the H.A.L.O. (Hendrick Automotive Learning Online) user interface. At the top, the user's name, Gregory Morrison, is visible. The main navigation sidebar on the left includes sections for 'MY DASHBOARD', 'TRAINING CALENDAR', 'MY TRAINING HISTORY', 'CONTENT LIBRARY', 'EXPLITS', 'VIEW WEBSITES', 'MANAGE LEARNERS', 'ADMIN ACCESS', 'MY GROUPS', and 'TECH SUPPORT'. The central dashboard area is divided into several key sections: a 'START HERE: My Things To Do' section with progress indicators for 'Your Level: Level 32: Downtown Demolition Derby (65%)' and 'Enrolled: Introductory Training Course (11%)'; a 'My Summary' section showing 73 Awards, 26 Posts, and 320 Total Updates; a 'Leaderboard' featuring top performers like Jim Smith, Heather Lewis, and Michael McGraw; and a 'My Achievements' section. Below these is a 'What's Happening' section with a text input field for sharing thoughts and a news article titled 'H.A.L.O. News' discussing millennials in the workplace.

The Results: Hendrick have formed a strong community from their geographically diverse workforce. Every day, learners share best practise, business ideas and relevant news articles with their peers. Since launching in July 2015, they've had more than 784,000 page views and 240,000 sessions. The average time each learner spends on the platform per session is a whopping 15 minutes.

YOUR



GAME

PLAN

You've seen how important it is to engage your learners. You've also taken a peek under the bonnet of our Engagement Engine. Now we're going to help you build your own. Take some time to consider the questions below and start picturing a world where all your learners are knowledge-sharing superheroes!

1. First of all, start by stating your SMART learning goal (for example, 'To roll-out sales training to X members of our sales team and achieve a X% pass rate by XX/XX/XX).

2. Next up, select an 'Operator'. This is the individual (or set of individuals) who is in charge of the day-to-day running of your learning initiative:

3. Let's get personal. State three ways you are going to ensure that the training content on your training platform is hyper-relevant to your learners:

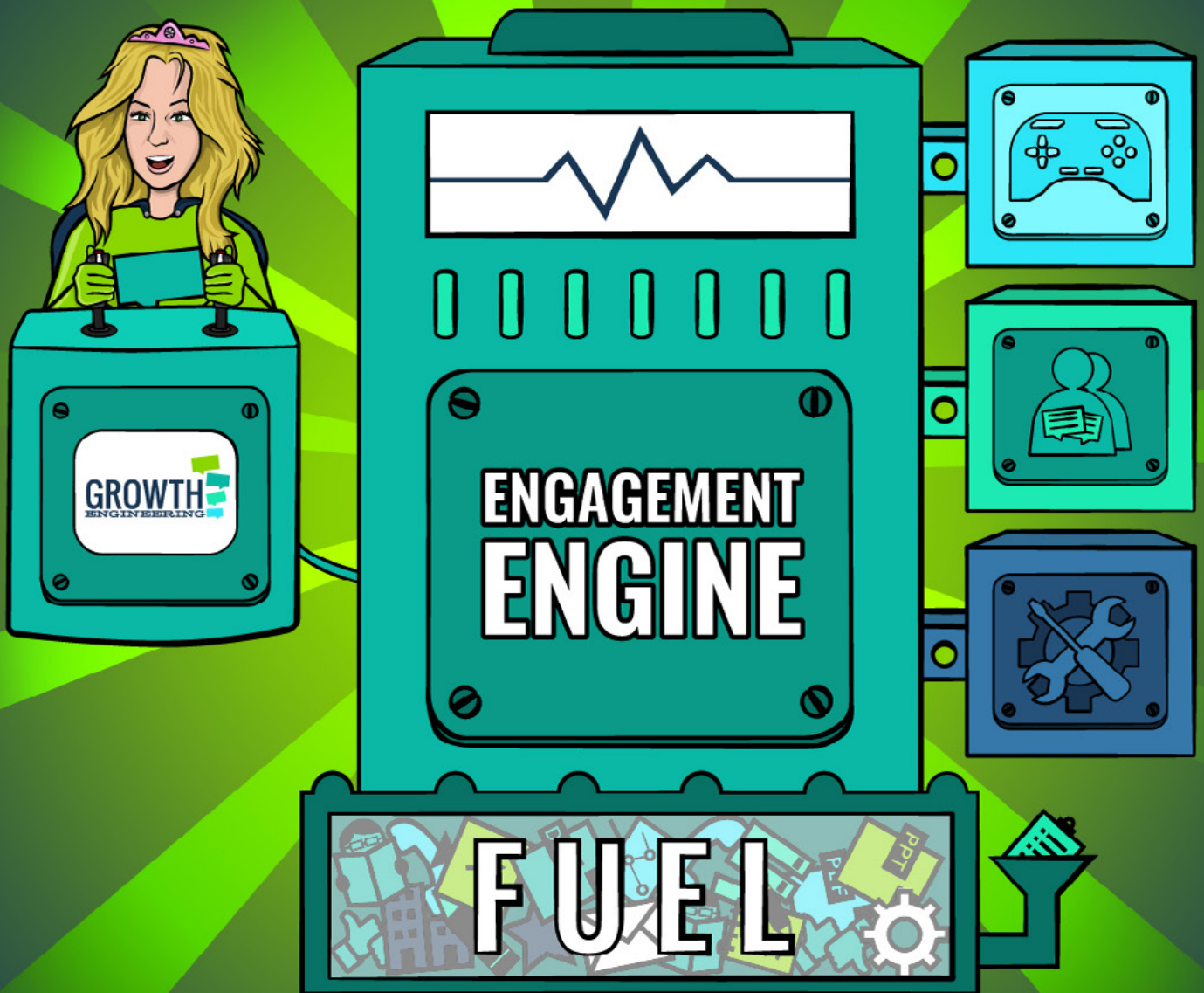
4. Now it's time to bring the fun factor. State three ways you can use game mechanics to drive engagement across your learning initiative:

5. Communication and collaboration are vital parts of any Learning & Development program. How do you intend to foster a social culture throughout your learning initiative? State three ways:

There you have it. You've created a blueprint for your very own Engagement Engine. Are you ready to put your plan into action?

AND THERE YOU HAVE IT!

These three sections come together to form the world's first dedicated Engagement Engine. If you've got one of these in your L&D arsenal, you'll be creating learning superheroes in no time!



WANT TO SEE OUR ENGAGEMENT ENGINE IN ACTION? [CLICK HERE TO SIGN UP FOR A TOUR](#)
WANT TO SPEAK TO ONE OF OUR ENGAGEMENT EXPERTS? [CLICK HERE TO GET IN TOUCH](#)
LEARN MORE ABOUT US: WWW.GROWTHENGINEERING.CO.UK