VIVA LA REVOLUTION

THE SECRET TO BUSINESS IMPACT
I founded Growth Engineering in 2004 because online learning has a near unlimited potential to make the world a better place. It improves access to valuable information and resources, breaks down barriers, forges new opportunities and brings us together in communities of shared knowledge and best practice. For many, it is the difference between sitting still and pushing forward with force.

But this potential is impaired by dull and inefficient learning technology. It was my hope that as the learning technology market matured, the learning technology leviathans would come to understand the importance of learner engagement.

Yet, take a look at the industry. It’s no more engaging today than it was back in 2004! The only difference is that now there’s no excuse. These days, we know engagement matters.

Growth Engineering’s goal is to wage war on dull online learning, engage learners with their personal development and drive positive social impact through our learning technology solutions.

What you’re reading now is a very personal insight into my deepest beliefs about learning and development. This isn’t standard marketing collateral. Rather it’s my guiding philosophy. It’s Growth Engineering’s manifesto. It’s who we are. It’s what we stand for and it’s why we exist.

Thank you,
Juliette Denny

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The What and The Why of L&D

What is learning and development? Why does it exist? What is the purpose of L&D within your organisation?

These are questions you have no-doubt asked yourself. If you were to ask Google, these are the sorts of answers you would get back:

- ‘L&D exists to train and develop staff.’
- ‘The purpose of L&D is to build intellectual capital within a firm.’
- ‘L&D is responsible for developing staff, delivering training and developing skill sets.’

Some more forward-thinking answers include:

- ‘The role of L&D is to engage learners with training to increase retention and improve performance.’
- ‘The L&D function should be focused on increasing business efficiency through the delivery of performance-improving training.’
- ‘Want to build a positive employer brand? That’s what L&D is for!’

This is the ‘what’ and the ‘how’ not the ‘why’. It would be a bit like describing marketing as ‘the writing of blogs and sending of emails’. Sure, marketing departments do that. But they’re specific actions in service of a larger goal. Ask Peter Drucker what marketing is, and he’d tell you it’s about aligning your business with customer needs.

So How Does Growth Engineering Define L&D?

L&D is the engine of a business’s mission, objectives and values. It works to impact and transform the business by inspiring behaviour change within its people. In so doing, it drives the organisation toward its mission and blazes a trail toward key organisational objectives.

In the rest of this manifesto, we’re going to explore what that means and how you can apply it.
Where Does L&D Sit Within a Business?

Businesses are driven by one of two things:

- Money
- Mission

If a business is built around the idea that money drives everything, then L&D’s relationship to the business will typically look like this:

We call this the **Pimple Model** for understanding L&D. In finance-focused organisations, L&D is a supporting function. This means that it sits right out on the edge of the business and doesn’t get much love. When times get tough, it gets the squeeze.

But in businesses where the mission is the business’s beating heart, L&D can look a bit like this:

We call this the **Atomic Model** for understanding L&D.

Imagine for a moment that the atom is your business. In a finance-focused business, L&D is on the edge and sales, management and R&D might be in the middle.

But in a mission-focused business, the nucleus will be management and L&D. This is because L&D is the engine of your business’s mission. Management’s in there as well because they organise your business around the mission.

L&D and Your Business Mission

So why is L&D the mission control centre? Just try looking through a history book. You’ll find that from the ancient academy of Socrates, to Oxford University one thousand years ago, right up to recent practises at MIT, learning is almost always done together.

Your shared knowledge is the basis of community.

The more shared knowledge you have, the deeper your shared identity will go. This means that L&D isn’t about bolstering your intellectual capital. It’s about community building.

If your training simply shares information, then it’s missing the point. Your training needs to be energised by the vision and values of your organisation.

After all, your mission isn’t a top-down affair. If it isn’t communicated and if your people don’t buy in, then it’s just a plaque on a wall. Instead of a group of people working towards the same goals, you have a bunch of employees just milling around doing jobs for money.

This means L&D should be the beating heart of your organisation’s mission. The training you share is the lifeblood of your organisation. It brings everything together around one central purpose and it gives your learners the intrinsic motivation to work towards key targets.

Or to put it another way, L&D should be the nucleus at the centre of your mission-focused organisation.

What is the Role of Learning Technology in L&D?

When LMSs first landed, they were hailed as an amazing cost-saving tool for delivering training across a global business. This is still the case. Learning technologies will help you cut costs and increase efficiency.

But this approach to learning technologies led to the implementation of some utterly yawntastic online learning platforms. They might have cut costs, but they also cut learner engagement levels!

This is because the platforms and the training they delivered weren’t imbued with the vision and values of the organisation. They were typically drab portals with warren-like content libraries and not much more.
It's part of what fuelled the infamous ‘disengagement crisis’.

This can end up with the counterintuitive situation in which the ROI of training improves, but the meaningful impact of your training declines.

**What Should Learning Technologies Do?**

Learning tech makes it possible for L&D departments to be at the centre of an organisation.

With learning technologies, you can share content and use social features to build a digital community. This makes learning a two-way street. You push content to learners and they contribute to the community. They’re not contributing because they have to, but because your organisation’s mission matters to them.

This makes a virtuous circle that looks like this:

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ALIGNMENT WITH MISSION AND VALUES

ENGAGEMENT WITH TRAINING AND KNOWLEDGE-SHARING COMMUNITIES
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The more learners align with your business's mission, the more they engage with your training. Why? Your training enables them to better inhabit the values of your organisation. This helps your organisation strive toward business objectives.

But at the same time, the training you deliver will feed your learners’ passion for your mission.

This circle keeps going round and round. Over time, your learners make the journey from disengaged, to engaged and then onwards to advocacy.

**Show Me The Money**

Talking about mission and communities can sound very idealistic. And no matter whether it’s a mission-focused business or not, the bottom-line matters.

So, does building a community of engaged learners who care about your mission make money?

Take a look at these stats from one of our mobile app clients across the whole of 2019:

<table>
<thead>
<tr>
<th>LOGINS</th>
<th>LEARNING CONTENT</th>
<th>SOCIAL LEARNING</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL LOGINS</td>
<td>TOTAL AMOUNT OF CONTENT COMPLETED</td>
<td>TOTAL POSTS</td>
</tr>
<tr>
<td>3,602,909</td>
<td>412,885</td>
<td>1,000,159</td>
</tr>
<tr>
<td>AVERAGE LOGINS PER USER</td>
<td>AVERAGE COMPLETED PER USER</td>
<td>TOTAL REPLIES</td>
</tr>
<tr>
<td>484</td>
<td>54</td>
<td>3,842,857</td>
</tr>
<tr>
<td>TOTAL LIKES</td>
<td></td>
<td>TOTAL LIKES</td>
</tr>
<tr>
<td>24,689,157</td>
<td></td>
<td>24,689,157</td>
</tr>
</tbody>
</table>

What stands out? The sheer unparalleled engagement stats. They reflect an underlying alignment between learners and their mission. You can’t get learners to log in hundreds of times through clever features and strategies. There has to be something deeper going on.

But does this engagement then translate into a return on your training spend? Yes, it does!

We were able to compare territories who were using our app with those who weren’t. What we saw was that the territories who used the app received a 20% boost in sales revenues compared with those who didn’t. Then, when the other territories started using the app, they too saw the same 20% boost!

Imagine if your training led to a 20% increase in sales revenues... You’d be a hero.

**What’s the Strategy for L&D Success?**

You can’t build a community of learners excited about your mission with any old LMS. It needs the following ingredients:

**Community Building Social Functionality**

We didn’t build social features into our platforms so that we could lure in millennials with a bait-and-switch. In fact, we don't even include social features to facilitate knowledge-sharing and social learning.

No. We did it because humans are wired to connect. They always have been and always will be. It’s no coincidence that social media is big business!

This is why social features are integrated into every area of our learning technologies - to build a meaningful community.

It just so happens that if you do, your learners will keep coming back because they want to be a part of that community. In turn, they learn and are inspired to change their behaviour.
This is where Bloom’s Taxonomy comes in. Learners begin applying their knowledge at stage three, but if you provide an environment in which they can have a view on what they’ve learned, ask questions and build on it, then you’re able to progress learners from stage three to stage six. This is how you build on learning as an individual experience and turn it into a core part of your company culture.

Gamification

Gamification is often misunderstood. It isn’t there to ‘create engagement’ by getting learners to return for the wrong reasons.

Gamification exists to feed, steer and shape the deepfelt engagement of your employees. The engagement comes from alignment with your mission and values. Gamification then turbocharges this pre-existing engagement.

Gamification has the unique ability to convert engagement into curiosity. As you layer game mechanics onto your platform you give your learners access to more and more of its advantages.

As your learners are able to see their progress clearly laid out in front of them it triggers the release of feel-good chemicals in the brain. This inspires them to carry on, keep learning and to work towards even bigger goals.

All of these effects are multiplied when you combine gamification with social features. They help learners to get perspective on their own achievements and understand what good looks like.

The community acts as a benchmark for learners to work towards, as they see their team progressing they want to be a part of everything that’s going on. In this way, gamification is the oil which keeps all the parts of your L&D culture running smoothly.

Deep Personalisation

Your learning platform needs to be a whole lot more than just branded. It’s often thought that a ‘whitelabel LMS’ is enough. Splash your brand colours across it, and bish, bash, bosh - job’s done!

The personalisation of your platform needs to go so much deeper. It needs to embody the values and mission of your organisation.

This means everything from the wording, the URL and the name, right through to the features you have turned on and turned off.

Your platform needs to be part of your organisation. Adopting a platform that is plastered in another company’s brand is like trying to build a house with no foundations. It becomes very clear to learners that the organisation does not take its mission, values and brand seriously.

Final Word

The days of L&D as an optional extra are over. If your business’s mission actually matters, then learning and development needs to be at the centre of your organisation’s operations. If it isn’t, your company doesn’t have a mission, it has a fantasy.

So build a community that cares about your mission. Then give them a platform where they can come together to work towards this mission. Support them with knowledge every day. But more importantly than anything else - share your company’s vision for a better world.

Give your learners something to buy into.

As businesses make this change they are transformed. We’ve seen it time and time again! But what’s really exciting is that these businesses don’t just change internally - they make the world a better place as well.

That’s the impact of L&D - we’re bettering the world one organisation at a time (and making organisations more profitable while we do it!).

Our goal is to give you the information, tools and support you need to make all this happen. We want to build a community of businesses who share our values so that together we can make the world a better place.

You in? If so hit the button below.

IM IN!
WHO ARE WE?

Growth Engineering are research-backed learning experts. We are laser-focused on creating engaging online training solutions that result in meaningful business impact.

HP SUCCESS STORY

HP is the world’s biggest personal computer vendor and one of the world’s biggest tech brands. They partnered with Growth Engineering to create a beautifully designed mobile app using Growth Engineering’s framework: The Knowledge Arcade. The mobile app, called The HP Uni App, is available on the Apple and Google Play stores.

The results were spectacular!

<table>
<thead>
<tr>
<th>Average per user over one month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logins: 84</td>
</tr>
<tr>
<td>Microunits Completed: 6.1</td>
</tr>
<tr>
<td>Battles Completed: 19.3</td>
</tr>
</tbody>
</table>

“We’ve never seen engagement like it.”
- Sylvie Pecheur, Global Business Partner At HP

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RECENT VICTORIES:

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