



Video Game Show Teaches Gift Rules at Lockheed Martin

Lockheed Martin
Best Use of Video for Learning
October 2017



Company Background



Company At-a-Glance	
Headquarters	Bethesda, MD, USA
Year Founded	1995
Revenue	2016 Sales: \$47.2 Billion
Employees	97,000 employees
Global Scale	590+ facilities in 50 states in the U.S.; Internationally, business locations in more than 70 nations and territories.
Customers/Output, etc.	Principally engaged in the research, design, development, manufacture, integration, and sustainment of advanced technology systems, products, and services.
Industry	Global security and aerospace company
Stock Symbol	LMT
Website	www.lockheedmartin.com

Budget and Timeframe

Budget and Timeframe	
Overall budget	\$70,000
Number of (HR, Learning, Talent) employees involved with the implementation?	3

Number of Operations or Subject Matter Expert employees involved with the implementation?	6
Number of contractors involved with implementation	1 Video Producer and 1 Translation company
Timeframe to implement	Kick off March 2015; ±1 year to implement
Start date of the program	April 25, 2016

Business Conditions & Business Needs

Rules involving gifts and business courtesies are complex. U.S. federal, state, and local governments and agencies each have their own laws and regulations. Gift rules also vary by country, and gift giving must comply with the Foreign Corrupt Practices Act, the U.K. Bribery Act, and other anti-corruption laws.

Lockheed Martin employees need to ensure that the offer or receipt of anything of value is permitted by law or regulation, does not violate rules and standards of the recipient's organization, conforms with reasonable marketplace customs, complies with policy, and will not embarrass or adversely affect the reputation of Lockheed Martin. Employees also must ensure that business courtesies are not lavish and reasonably could not be construed as an attempt to secure favorable treatment.

In addition, employees who are involved in evaluating or selecting products or services for potential use, overseeing or evaluating supplier performance, or negotiating contracts or concessions must be especially diligent in avoiding actions that could be perceived as favoritism or unfair dealing. Employees in those roles have extra restrictions regarding the acceptance of business courtesies.

Gifts and business courtesies are consistently the most frequent reasons employees contact the Lockheed Martin Ethics Office for guidance. The policy regarding gifts is 21 pages long and can be hard to understand.

The company needed an engaging course that would focus on key points of policy and provide additional resources to help employees apply the confusing set of rules to their

specific situations. Thus, the new course highlights some of the most common mistakes employees make as well as the multiple self-help resources available to them.

During the analysis phase for the project, the training team considered several approaches and determined that a game show using video would be a highly engaging and effective way to achieve the learning objectives. In collaboration with subject matter experts and other stakeholders, the team created a course that allows employees to be part of a video audience and play along with on-screen game-show participants.

Overview

The prior version of the Gifts and Business Courtesies course, part of the business conduct compliance training portfolio, was outdated and needed to be refreshed. That version used simple video scenarios with knowledge checks and relied heavily on text-only screens to deliver information that was much too detailed.

For example, the prior course expected the learner to understand the differences between gift-giving rules for the U.S. Executive branch versus the U.S. Legislative branch when the reality is that only a small number of Lockheed employees would ever be involved in that type of decision-making. Based on the complexity of policies on such subjects, the goal for the new training wasn't to address every scenario that employees could face but instead focus on common mistakes that the majority might experience.

To achieve that goal, game show questions were derived from some of the most common questions received by the Ethics office and from the more serious mistakes employees might make.

The audience is surprised right from the beginning of "Who Wants to Be a Gifts Expert?" Rather than just introducing the video, the game show host appears in a common office setting to welcome Lockheed Martin employees to the live stage to continue the learning experience.

Design

The training team kicked off the course design in a formal mapping session with key stakeholders and SMEs to determine business goals and success metrics. The group identified the most common behaviors needed by employees and brainstormed scenarios that could be transformed into game-show questions that would allow users to test their knowledge of the subject.

Recognizing that employees in the video and the learners playing along don't always get it right, "LM lifelines" were added to help them determine the correct answer. Lifelines went to an online Ethics Officer. In addition, two commercials were an intentional design element. The commercials fit the overall theme and presented content in a different way to re-engage the audience.

The course was designed and developed in-house to ensure that the content was specific to Lockheed Martin policies, acronyms and appropriate resources. For example, the course strategically has the online Ethics Officer suggest employees print the policies before they get started, and the correct answer to the very first question is "check the policy," the initial action an employee should take if unsure.

Storyboards required several revisions to agree on terminology and correct/incorrect feedback based on each question within the course. There also were several discussions about how to best use the video to give employees the sense that they were part of the game-show audience and playing along like people often do naturally when at home watching such shows.

Video scripts were finalized based on questions involving learning points that would resonate with the audience required to take the course. The final phase included additional edits to scripts based on more SME feedback.

Delivery

This course is required for about one-third of Lockheed Martin employees in specific job roles that would have the most risk for potential errors regarding gifts and business courtesies. For most employees, the training is delivered through the company's LMS. For those people without internal access to the LMS, the course also is hosted on an external site where they can launch the course and receive credit. In addition, in the rare cases where employees cannot access the internet, the course is loaded on a CD for their viewing.

Measurable Benefits

A key goal of the course has always been to encourage employees to continue to contact their Ethics Officer for guidance if unsure about gift giving and receiving. The most frequent contacts to the ethics office are tracked by subject matter. Questions surrounding gifts continue to be the most frequent reasons employees contact ethics, and there was a 3% increase in such contacts after the new content was deployed.

Voluntary surveys seek employee feedback. The old version of the gifts course received an overall rating of 3.86 out of 5. The new “Who Wants to Be a Gifts Expert?” earned an overall score of 4.06. Another impressive metric showed that the score for “return on investment” jumped from 3.83 to 4.06.

Below are write-in comments received in 2015 prior to the course being redesigned and the significantly different type of feedback in 2016 regarding the new interactive format.

2015 Survey Comments on Prior Course

“This training doesn't provide the text of the relevant Corporate Policy Statements (i.e., Hospitality Guidelines in CPS-730 and CPS-008 until the end” (Note: based on this feedback, those reference were right up front in the new game-show version.)

“I think the level of detail posed in many of the questions in the training is too detailed for the average employee. I can't think of many situations where on the fly I have to make a decision that requires me to know the exact differences in policies and dollar amounts for gifts when interacting with people from the legislative branch vs. visitors from the executive branch.”

“This particular module seems overly long. It just goes on and on and on and on. Video, then questions. Another video, more questions. Then still another video, and still more questions. Got pretty tedious after a while, and felt somewhat repetitious. By the time I was ¾ of the way through the module, it had become decidedly annoying.”

2016 Survey Comments On New Course

“This was awesome. Thanks for making it entertaining as well as informative!”

“The whole video game show theme... it was new and refreshing... probably the best Compliance Training I've taken in a long time.”

“I loved the game show experience delivery method of the material instead of the lecture type approach in the past.”

Overall

Although there was some exciting, positive feedback about the new game show design, some employees did not like the approach. The reminder for the training team is that delivery methods are not “one size fits all.” Fortunately, all compliance courses are not designed in the same manner but tailored based on the subject matter.



To that point, the team recognized that this type of “fun” approach is not best for every compliance subject. For example, the team used more traditional videos and knowledge checks when updating the Drug Free Workplace course because of its serious subject matter.

The team has started adding other language options to the new game-show training course and reviewing possible technical issues that may come up as a result.

With the general success of the “Who Wants to Be a Gifts Expert?” course that incorporates fun and putting the learner “in the moment,” a similar design will be considered for an update on the company’s Antitrust course – a topic that can be very dry.



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.