

'Zooming into Learning' Campaign Provides Learning Where, When, How Needed at At Royal Dutch Shell

Royal Dutch Shell

Best Team Development Program

October 2019



Company Background



Company-at-a-Glance	Royal Dutch Shell
Headquarters	The Hague, The Netherlands
Year Founded	1907
Revenue	\$305.2 billion
Employees	86,000 on average
Global Scale (Regions that you operate in or provide services to)	Global in more than 70 countries
Customers/Output, etc. (Key customers and services offered)	66 million tons of LNG sold during the year; 21 refineries that Royal Dutch Shell has interests in; 3.7 million barrels of oil equivalent produced per day
Industry	Oil and Gas
Stock Symbol	LSE: RDSA, RDSB
Website	www.shell.com

Business Conditions and Business Needs

The Business Conditions

The business conditions were a result of Shell's "HR Journey to World Class" — aiming to increase HR's business impact by driving individual and organizational performance, enabling people to be their best and businesses to beat the competition, to decrease costs and become top quartile in the industry.

The "HR Journey to World Class" involved a complete reorganization of HR, restructure to Learning and Development teams, changes to job descriptions and headcount reductions, leading to the creation of a new team called Organization Development & Learning (OD&L) in October 2018, merging two teams that historically had been separate: Organizational Effectiveness (OE) and Learning.

The Creation of a New Team and the Need for a Team Development Program

The OD&L team was created to provide an integrated approach to organizational capability development, contributing to the "HR Journey to World Class" through its people strategy: inspiring leadership; creating a competitive workforce; differentiating capabilities; and encouraging a performance-driven culture, with three focus areas:

1. More business impact
2. A great learner-experience
3. Less costs

With approximately 500 global employees in OD&L, it was important to look introspectively at their own development and build common, foundational knowledge and understanding of what the "Learning" part of the organization does in the mix of OD&L to drive organizational performance. This led to the need to create a team development program with a goal to foster a continuous learning culture for OD&L through the Zooming into Learning Campaign by:

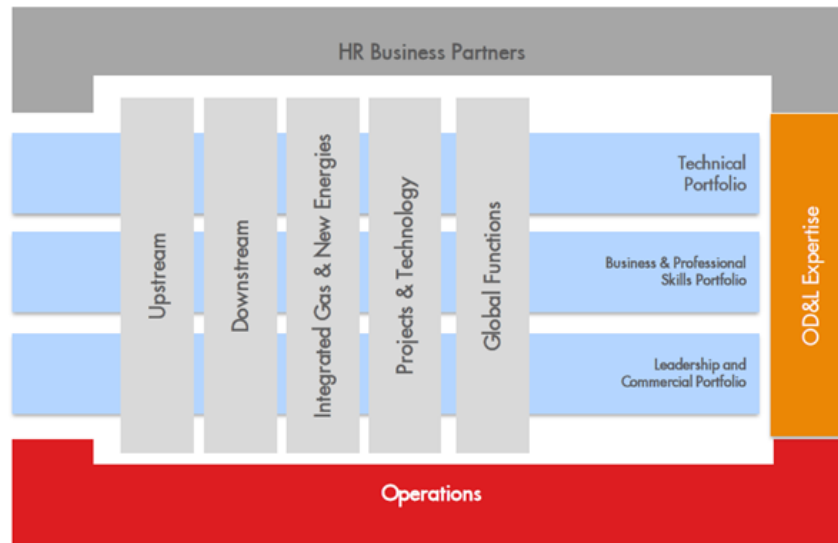
- Building awareness of Learning
- Sharing knowledge
- Sparking curiosity
- Triggering collaboration

Overview

The newly formed OD&L community comprises roughly 500 employees in a wide variety of learning and development roles, dispersed across Europe, Africa, Asia, Americas and

the Middle East. The OD&L community is made up of OD&L teams in each of Shell's business, functions and portfolios and the Zooming into Learning Campaign extended to all teams in Upstream, Downstream, Integrated Gas and New Energies, Projects and Technology, Global Functions, Technical Portfolio, Business and Professional Skills Portfolio, Leadership and Commercial Portfolio, OD&L Center of Expertise and Learning Operations.

Figure 1: OD&L Community



All illustrations provided by Royal Dutch Shell

After the creation of the OD&L team and before the Zooming into Learning Campaign (October 2018 to January 2019), OD&L were finding their way with no specific hands-on resources that would help them align or improve performance while they supported their business, function or portfolio. This gap was an opportunity to improve, to guide the team and enable them to make a difference and meet the objectives of contributing to more business impact, a greater learner-experience and less cost. The Zooming into Learning Campaign was created to address this gap.

Now that the Zooming into Learning Campaign is over, there is a clear understanding of the “who” within OD&L, what they do and their area(s) of expertise. The OD&L community are leveraging one another's knowledge, collaborating across business, functions and portfolios, as well as sharing good practice, proving feedback and support to each other and building networks.

This is endorsed by LearnNet (governing body for OD&L, comprising senior leaders from each business, function and portfolio) who sponsored the campaign, and are continuing to champion this connected way of working in OD&L by role-modeling, acting as coaches to their teams to make the connection from the campaign content to the “what's in it for our team and why.”

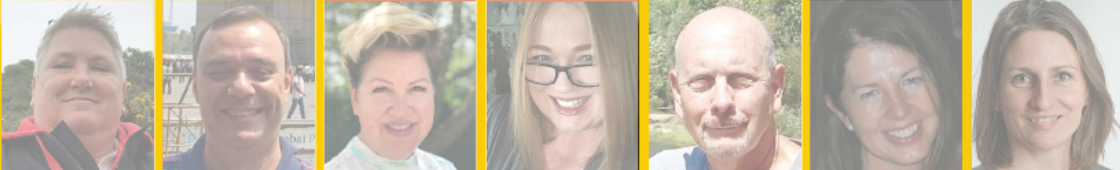
Design of the Program








Design Team

The Campaign was designed by a dedicated design team. The LearnNet sponsors nominated two team leads to head-up the Zooming into Learning Campaign (Manager for Learning Design and Development, and Downstream Manager for Learning Excellence and Knowledge Management), who in turn resourced colleagues to form a design team, representing different business, functions and portfolios. This ensured various business needs and perspectives were incorporated into the campaign.

Figure 2: Campaign Design Team


For any questions, you may contact the design team:



 Denise Wilson	 Daniel Pacheco	 Angela Richards	 Angella Dickson	 Roman Walley	 Julie Regan	 Kerry Piper
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Created by the community, for the community, the campaign is for us all. The **power of connected** makes us smarter as individuals and stronger as an organisation.

Connecting people to people takes us closer to providing the "right learning to the right learners where, when and how they need it", so please ensure your Expertise Finder profile is up to date – **click the icon to find out how!**

Expertise Finder 

Audience Needs and Consideration = 100% Blended

The design team created a campaign tagline: providing the right learning, to the right learners, where, when and how they need it.

The Zooming into Learning Campaign was designed with the spread and mix of the OD&L community in mind. Some of the OD&L community are office-based, others site- or asset-based (refinery, plant, terminal, offshore, etc.) and others regularly traveling. The campaign needed to reach and touch the entire community, and this was at the forefront of the design planning. The design team decided to go with a 100% blended-learning approach with their blend being a wide variety of virtual and digital assets and interventions, to meet the needs of the diverse make-up and multi locations of their audience, the OD&L global community.

Even though the community has different preferences that reflect their office/site/travel set-up, their role requires the same output, so the Campaign was named Zooming into Learning as the intent was to deep-dive into the components of a 'Learning professional's day-job.

Figure 3: What a Learning Professional Does



Input for Content

The design team interviewed various LearnNet members and OD&L Managers to hear from them the key drivers their teams could and should influence, and the top activities their teams performed to support their business, function or portfolio.

Simultaneously, the design team conducted external research into best practice learning and development onboarding, and internal research by asking OD&L community members what they would like to see in the campaign to help them better support their business, function or portfolio.

Decision on Content

Combining all input and incorporating all feedback, the design team created 10 topics that epitomized the role of Learning in the context of OD&L, taking the stance that no assumption could be made of the starting level of awareness or knowledge. As a result, the campaign was built with the WHO and WHAT at the beginning to ensure a level baseline, before moving into the HOW, WHY, WHERE or WHEN.

The 10 topics were:

1. The Role and Key Players in OD&L
2. Concepts and Foundation
3. The Modern Learner

4. Modern Workplace Learning
5. Design and Development
6. Environment and Delivery
7. Experience and Evaluation
8. Digitalization
9. Internal Showcases
10. Expertise "Question and Answer" Panel

Timing

The design team chose to launch the campaign in January 2019 to start the year by aligning the community, preparing and equipping them to perform better through the campaign's resources by setting the expectation of their role, and conveying the components and expectations of the end-to-end learning in OD&L.

Marketing Lens

Changing what people say, feel and do is challenging, so the campaign team designed the program with a marketing lens. The design team needed the community to pull on the campaign and not push it out. The design team had to pitch it as though it was a bonus, value-adding, optional scheme and not a LearnNet-mandated effort, which may turn the OD&L community against the campaign without giving it a try.

The design team had to sell the "what's in it for me" and message the communications effectively like a product the OD&L community could not live without, providing a treasure trove of tools and resources that any OD&L employee could not survive without if they wanted to work and win in OD&L today, and better prepare for tomorrow.

Central Repository for Resources

To address the business conditions and needs, align the OD&L community to enable more business impact, create a better learner experience and do more for less cost, the design team created a one-stop shop. This one-stop shop is housed on an Enterprise Encyclopedia (EE) page within Shell's SharePoint, and was created as the single go-to, to house all the campaign's resources for access anytime, facilitating the sharing of information, alignment, collaboration and increased productivity.

The EE one-stop shop was designed to be futuristic in line with the campaign tagline of "providing the right learning to the right learners, where, when and how they need it." The design team worked with a supplier to create a brand for the Campaign, featuring an interactive digital "city map" at the center that included an interactive pop-up icon for each topic/week of the campaign, all of which depicted the future world of Shell. The city

map was designed to symbolize all of Shell's businesses, functions and portfolios, and therefore inclusively represent the entire OD&L community.

To build momentum and pull from the audience, the design team activated the relevant interactive pop-up icon on the city map each week as each new topic was launched over the course of the 10-week campaign.

Figure 4: Interactive City Map with 10 Weekly Icons



By hovering over each icon, a pop-up appeared with the topic name and a brief description. A red "you are here" arrow was adjacent to the current topic/week as the campaign progressed around the city map in a clock-wise direction, revealing each new topic every week.

Figure 5: Interactive City Map Showing a Pop-Up and YOU ARE HERE Marker



Sequence and Community Involvement


The interactive pop-up icon activation was designed to take the OD&L community to a consolidated summary in PDF format that would contain all the resources relevant to the topic/week in a single click.

The design team spent considerable time researching what should go into each of the 10 topics each week, including both internal and external resources. It was important for the topics to represent good practice, industry predictions, internal efforts, benchmarks and opinions, as well as useful and useable resources.

Even though the 10 topics were ordered by design in a clock-wise sequence, they were designed to be self-contained, allowing the community to pick and choose what they needed or wanted, when they wanted, by accessing the city map on the EE page and spending anywhere from 5 minutes to 45 minutes consuming all resources. To build and grow the resources, the design team loaded webcast recordings and identified/collected resources along the course of the campaign to add to the EE city map.

Echoing the Campaign goal of “for the community by the community,” the design team engaged the OD&L by inviting OD&L colleagues to record an audio narrative explaining the reason why the resources listed on the one-page PDF summaries should be utilized and leveraged in their day-to-day jobs.

Figure 6: Week 6 Evaluation & Experience Topic PDF Summary Screen-Shot



What is a good learner experience and how do we measure it? Are our learning solutions achieving what we set out to achieve?

RESOURCES TO BUILD YOUR AWARENESS

Click the blue headphone icons to hear a voice narrative explaining what we're sharing, then click the underlined text in each section to access the resources!

1. Experience: Putting learners at the heart of everything
 - Digital Employee Experience (DEX): [The Art of the Possible](#)
 - DEX [personas](#)
 - DEX 'a day in the life of'
 - Vijay an [office-based employee](#)
 - Amaya a [site-based employee](#)
 - Richard a [travelling employee](#)
 - [Understand Personas, Understand What Users Want](#)
 - [Difference between user experience UX & learner experience UX design](#)
 - [Elements of user experience](#)
2. Evaluation: Learning data & analysis for today & tomorrow
 - [Learner Experience Mapping: Building Personalized "Learner-centric" Experiences](#)
 - [The Importance of Engagement in the Learning Experience](#)
 - [What we measure today: 2018 full year dashboard](#)
 - [Evaluation service line](#)
 - [How to measure business impact of Learning](#)
 - [The future of learning data & analysis](#)

We had productive YamJams on the topic of Evaluation & Experience, click [here](#) to see the discussion threads & continue the conversation and click [here](#) for a summary of both sessions!

100% Blended 'Virtual' Digital Assets

To ensure the resources were useful and useable for/by the OD&L community, and to align with the futuristic city map, the design team leveraged many digital assets to make the campaign bite-size and consumable "just in time." The design team carefully selected a combination of delivery methods, formats and channels to appeal to the OD&L community over the 10-week campaign.

"Pre-launch" was designed to tease and lightly introduce the campaign, and to build excitement and interest the month before the official launch. The design team produced a video starring themselves, explaining what they enjoyed most about designing the campaign and what they were looking forward to most. The design team also created a 12-page digital flipbook to tell the story of campaign, introduce the 10-week plan at a high level, explain why the community should get involved, promote a video contest that would run throughout the campaign, and explain the process for submitting questions for the week 10 closing "expert panel."

Figure 7: Screen-Shots of the Pre-Launch Flipbook



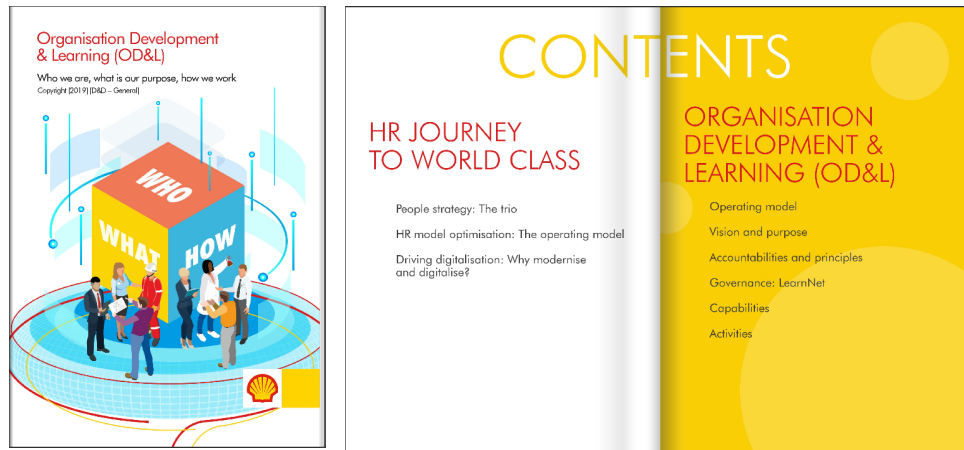
The design team created the Campaign-branded flipbook with the functionality to download the Campaign schedule as a roadmap for the campaign, allowing the community to print and keep on hand.

Figure 8: Screen Shot of the Flipbook Downloadable Campaign Schedule



10 Topics, 10 Weeks

- Week 1.** The first topic, Role and Key Players in OD&L, was designed to explain the who, what, where, when, why and how of the OD&L community. The design team created a 22-page digital flipbook that provided detail of the “HR Journey to World Class,” how and where OD&L fits into Shell’s people strategy, OD&L’s vision and mission, accountabilities and principles, the role of LearnNet and the activities of a Learning professional.

Figure 9: Screen-Shots of the Week 1 Flipbook


- **Week 2.** The Concepts and Foundation topic was designed to explain the key fundamentals of learning and development, and how it's done in OD&L. The intent of the design was to explain the importance of demonstrating a deep understanding of the businesses, functions and portfolios that the OD&L community supports; ensuring their efforts address genuine learning problems and opportunities; aligning with OD&L strategies to help Shell deliver outstanding business performance; and of increasing the credibility of OD&L. The content was designed in a one-page PDF summary with hyperlinks to internal and external resources on business partnering, performance consulting, portfolio management, program management, competence management, design thinking and the 70/20/10 Learning and Development model.
- **Week 3.** The Modern Learner topic was designed to bring external research and findings into the OD&L community to explore the way modern workers learn and introduce the latest research around modern learner characteristics. The design team contracted an external guest speaker to share their independent research and outcomes to help the OD&L community understand the neuroscience and trends behind the data. This was delivered in two identical webcasts to cater for the global distribution of OD&L population.
- **Week 4.** The Modern Workplace Learning topic was designed to continue the theme of putting our learners at the heart of everything OD&L does and to facilitate discussion on what industry experts are saying about workplace learning, linked back to the needs and wants of the modern learner. The design team contracted a different external guest speaker to present a framework for

modern workplace learning based on current research to create and build a culture of continuous learning, again offered through two identical webcasts.

- **Week 5.** The Design and Development topic was structured to highlight the process for the design and development of learning solutions, specifically for formal-learning interventions. The design team created a one-page PDF summary with hyperlinks to internal and external resources outlining the different elements that go into designing and developing learning interventions including: instructional system design, Agile, Shell's Digital Employee Experience (DEX), delivery methods and types of learning formats including simulations, virtual and augmented reality learning, gamification, and research on "flipping the classroom," along with information about Shell's vendors who support the creation of these new digital solutions.
- **Week 6.** The Environment and Delivery topic was designed to address and explain the importance of the learning environment and learning delivery, to supplement the importance of learning design and how to deliver a successful learning intervention. Again, through a one-page PDF summary with hyperlinks to internal and external resources, the design team shared information and resources on the differences between facilitating and teaching, how to make a learning environment safe both physically and emotionally, face-to-face and virtual classroom facilitation skills, Learning Management Systems (LMS) functions and Shell's contract with a Massive Open Online Course (MOOC) provider.
- **Week 7.** The Experience and Evaluation topic was designed to crowd-source ideas from the OD&L community on future thinking of how OD&L might provide a better learner experience and measure it effectively by offering a facilitated discussion through a YamJam, a moderated in-real-time conversation through Yammer. The design team created seven questions and in 5-minute intervals, posed each to the community across the globe for reaction, discussion, challenge and input.
- **Week 8.** The Digitalization topic was designed to upskill the community on emerging learning trends, new technology and innovations in digital learning solutions. A one-page PDF summary with hyperlinks curated internal and external resources on: Shell's Digital Strategy; what the Learning and Development industry is saying about digitalization and the future of learning; various digital technologies and their potential impact; and the most current information on Artificial Intelligence, Machine Learning, adaptive learning,

badging and gamification, mobile learning, simulation and the different types of realities (virtual, augmented, mixed and extended).

- **Week 9.** The Internal Showcases topic was designed to shine a light on how some parts of the OD&L community are already providing the “right learning to the right learners when, where and how they need it,” in a digital capacity. The design team showcased real examples of digital simulations and gamification to share how Shell is already leveraging digital technology in its learning efforts. Two identical webcasts were facilitated.
- **Week 10.** The Expertise “Question and Answer” Panel topic was designed to bring closure to the campaign, highlight the major themes introduced over the course of the 10 weeks, consolidate messages and key takeaways, celebrate the collaboration of the community, recognize all efforts and contributions of the OD&L community into the Campaign, and announce the winners of the Campaign video contest. The video contest was designed to have the community engage with the Campaign by creating their own digital asset, any format and style of video, to see how easy it is to create a video as a learning nugget without the need for professional editing. Throughout the campaign, the design team set up an online question-submission form, and each week invited the OD&L community to submit their questions. These questions served as insight into the global community’s mind to help the design team to construct an internal expert panel to address and discuss the submitted questions. The closing webcasts were designed like a structured interview in which the top 20 questions were posed to different experts who then responded with their personal experiences and stories. Panel members were carefully selected to represent each topic/week of the Campaign to provide the opportunity for exposure and to encourage further collaboration between the expert and the OD&L audience. The design team purposefully leveraged middle management individuals as the experts in the panel versus senior LearnNet members to create a closer community, let people get to know peers, and open doors for future partnerships and networking.

Delivery of Program

Pre-Launch Teaser

Implementation of the campaign started with a teaser email communication from the design team to generate and build excitement. The email introduced the interactive branded city map and outlined how, over the 10 consecutive weeks of the campaign, each

of the 10 icons (topics) around the city map would be activated, linking to useful and re-useable, relevant resources in a one-page PDF summary.

The teaser email contained the pre-launch digital flipbook and video (starring and edited by the design team), and was sent during December 2018, one month before the formal scheduled launch.

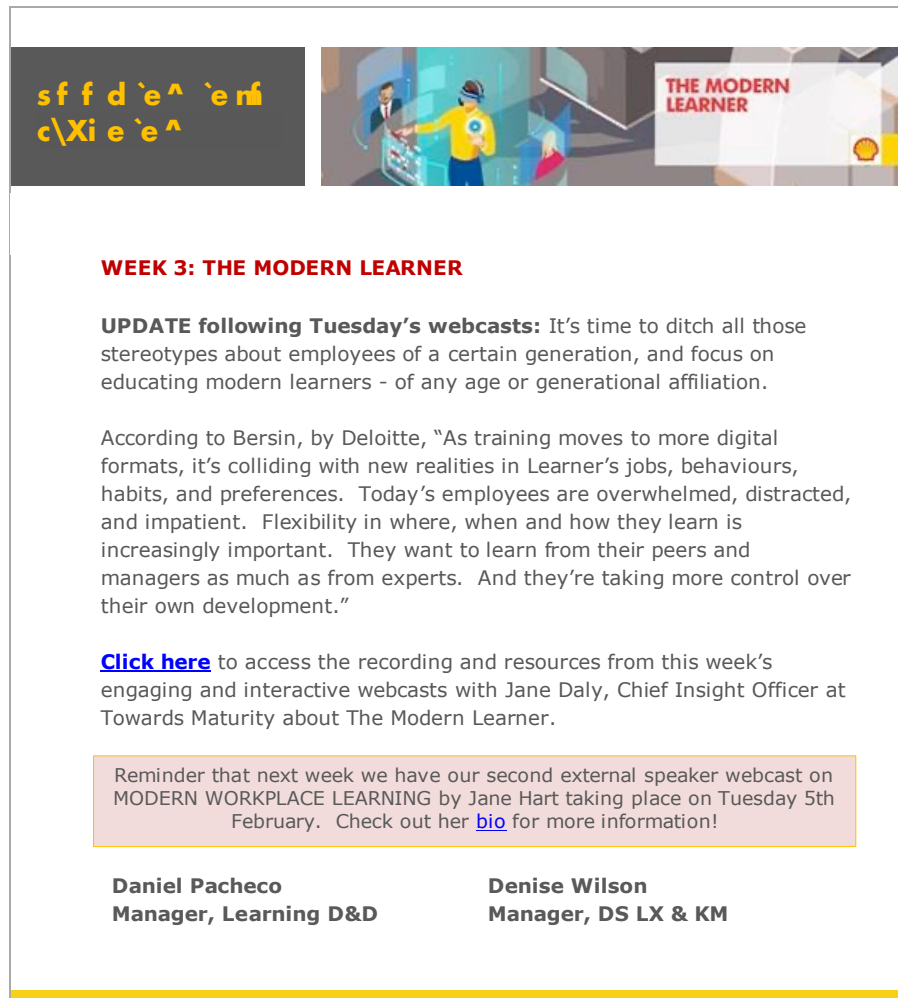
Early Placeholders

Placeholder event requests via Outlook were also sent in December 2018 for the weeks containing live events such as the webcasts and YamJams to block time in the calendars of the OD&L community — each webcast and YamJam had two identical sessions to allow for the global time-zones. Sessions always took place on a Tuesday at 9 a.m. and 3 p.m. UK time for consistency. The design team informed the OD&L community that they only need attend one session for each topic/week.

Weekly Communication

Implementation continued to follow the pattern of a weekly email mailer (designed much like a physical marketing mailer) sent to the OD&L community by the design team on Thursdays. This allowed the design team the opportunity to add webcast recordings and YamJam summaries from the Tuesday sessions in those weeks leveraging this delivery format.

The weekly email introduced the relevant topic icon from the city map to foster the branding of the campaign. The email provided teaser text for the resources, the hyperlink to the interactive city map to access the one-page PDF summaries and resources, as well as reminders of the video contest and the questions for the panel at regular intervals.

Figure 10: Branded Weekly Email Example


Social Networking, Feedback Mechanisms and FAQ

After each email issue, an identical post was put into the global Learning in Shell (LiS) Yammer group to entice the community to continue the conversation, ask questions, share experiences and build on the shared resources.

To ensure the voice of the OD&L community was always heard at the heart of the campaign, the design team ensured feedback mechanisms were laced throughout, including Mentimeter polls, Skype whiteboards and a Microsoft Forms channel for the community to submit questions for the Week 10 Expert panel.

The design team added a Frequently Asked Question (FAQ) section to the EE city map central repository page. Some of the feedback from the community contained questions. Where those questions represented key themes echoed by the community, they were captured for inclusion in the Week 10 Expertise "Question and Answer" Panel. Questions that highlighted a requirement for additional information on a campaign topic were used

as feedback into future weeks/topics and addressed by adding to the planned resources to be leveraged and shared. Questions that were individual in nature were added to the FAQ and effectively addressed for the community to leverage.

To drive inclusion of the community, the design team developed a video contest that ran throughout the campaign, encouraging OD&L teams to collaborate and engage with the campaign by producing a short video to compete for a prize. Suggested video themes included “a typical day for an OD&L professional,” “an embarrassing classroom situation” and “the future of learning and OD&L.” Winners were announced during the Week 10 Expert Panel webcasts and were awarded prizes (Shell-branded merchandise). In the spirit of recognition and reward, all teams who submitted videos were awarded a prize.

Tie-in to Other Planned Events

While the campaign ran over the course of a 10-week period, there were multiple opportunities to tie in the campaign to other internal events that engaged the same OD&L community. One key event, the Americas OD&L Engagement, was selected to inject a Campaign-branded activity during the event as its audience included almost one-third of the OD&L community.

The Americas OD&L Engagement occurs twice a year in Houston at the Shell Woodcreek campus with more than 10 virtual feeds from OD&L teams across Canada, the United States, Central and South America hubs. This event focuses on timely and relevant topics to the OD&L community in the Americas. The 2019 Spring event was scheduled during the middle of the OD&L Campaign and was perfect timing to host a campaign-related activity.

The goals of the Campaign tie-in activity were to support the objectives of the campaign, provide a deeper level of engagement on the weekly topic (Modern Workplace Learning) but that would not repeat or create redundancy for the audience, identify the gaps between Shell's current approach for workplace learning and the modern workplace learning of the future, and develop one to two strategies to close the gaps.

The activity was facilitated by two members of the campaign design team. The activity began with a summary of the campaign webcast provided earlier in the week (Modern Workplace Learning) to set the stage for the tie-in and to refresh the audience on the salient points, as well as to provide a mini-backdrop of the overarching topic for those who might not have attended the webcast.

The audience was broken into groups (both physical and virtual groups through multiple feeds into the room) who were then given time to conduct a gap analysis on their assigned domain of modern workplace learning to analyze how we are currently performing in that area and what we have yet to achieve to better address the modern workplace of the

future. Groups then developed one to two strategies to close those gaps. Groups then were asked to present their analysis and strategies to the larger audience. The activity was wrapped up through a facilitated discussion on the feasibility and barriers of the strategies as well as a call for actionable measures that can be taken to meet the demands of modern workplace learning. All work by each group was collected to be compiled into a deliverable back to this audience and for the OD&L campaign design team and LearnNet. The campaign design team used this for fodder in the campaign FAQ and the Expert Panel Webcasts that closed the campaign in the final week. LearnNet used the analysis to inform a future-visioning session.

Change Management Efforts

Given that the campaign was designed during October, November and December 2018, to be implemented January through March 2019, there was always going to be a potential challenge around the content: Is it relevant, still fit for purpose, what the community needs and wants, bite-sized enough, reflecting Shell's strategy and in line with business/function/portfolio needs?

To address this and pre-empt/overcome risks, the design team met twice a week to analyze the needs for the week ahead, the required resources and materials, the planned content and any adjustments that would need to be made, essentially taking an Agile approach to the project management and design and develop efforts

The design team continuously monitored all feedback raised during the campaign, including the questions submitted for the Week 10 Expert Panel. The questions were reviewed weekly and addressed either by responding directly to the person posing the question, added to the FAQ or added to the list for week 10 Expert Panel discussions. To address the questions effectively, the relevant "experts" were invited by the design team to be in the panel for the Week 10 closing webcast, to close any gaps that were highlighted, ensuring the campaign met the needs of all.

Yammer was a large part of the change management efforts too, as the design team actively monitored the discussions, intervened when required and lifted out key "asks" and themes to lace back into future weeks of the campaign, providing the community what they desired even though not directly asked.

Measurable Benefits

The measurable benefits were assessed top down from LearnNet to the design team and bottom up from the OD&L community to the design team.

LearnNet mandated that the campaign should build awareness of Learning, promote the sharing of knowledge, spark curiosity and trigger collaboration, to be a success.

The design team utilized Mentimeter and Skype whiteboards to gauge the community's feedback, which showed overwhelming appreciation and personal impact, allowing them to be more effective and efficient and support their business/function/portfolio better by having access to the interactive city map's resources 24/7. During the implementation, the community shared comments such as:

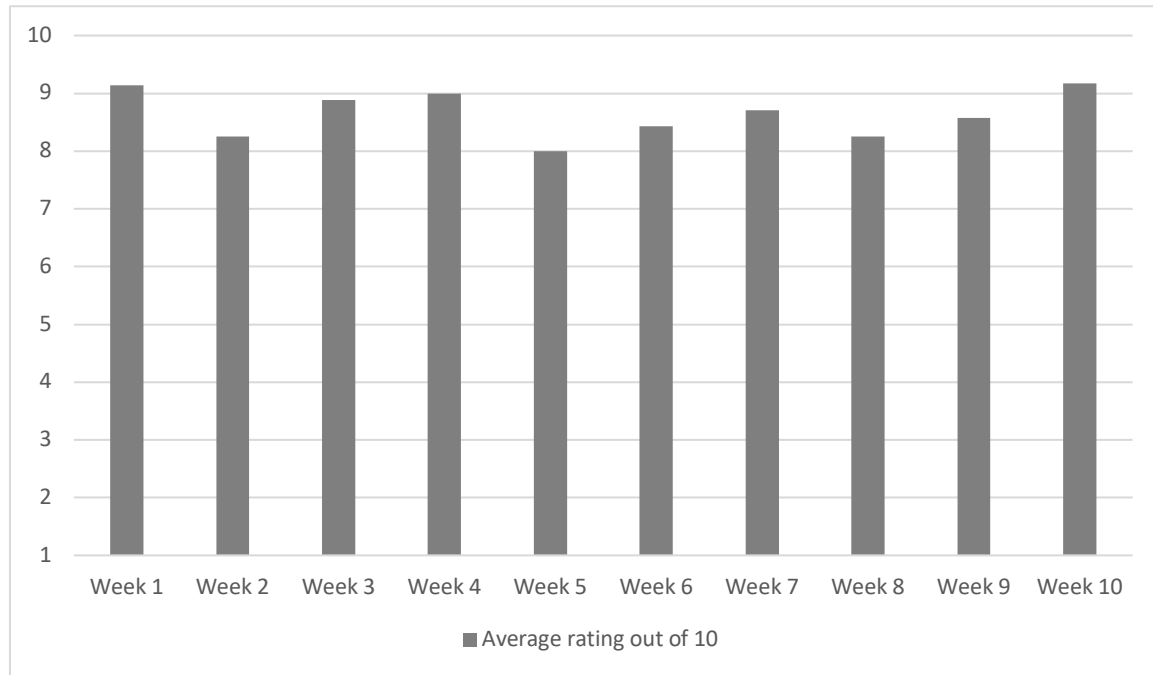
- *"Refreshing and informative— revitalizing for OD&L"*
- *"I love that this is learning for Learning"*
- *"Pitched at the right level to be useful, relevant and effective, helping me to do my job better"*
- *"You helped me know what I didn't know and probably should have known. ... I'm in a better position to perform better now ..."*
- *"Appreciated the focus, building our capability to be better partners"*

This continuous feedback throughout the campaign provided early and ongoing indication of the energy and passion the campaign was creating, indicating that the buzz and excitement was evident, that it was influencing the community, indicating that the campaign was coming at the right time, at the right level of information and allowing them to build competence individually to perform better collectively.

Each of the webcast and YamJam sessions were attended by 32% of the community resulting in a reach of 64% across both identical sessions as two were scheduled for each topic.

There was a constant stream of hits to the central repository EE page (a hit being a unique time a single person clicked onto the page). From Week 1 to Week 10 there was a 92% increase. The number of daily hits continues to rise and as of early April is more than 1,500.

At the end of the campaign, the design team issued an online questionnaire to get feedback from the OD&L community to validate the success mandate from LearnNet to build awareness of Learning, promote the sharing of knowledge, spark curiosity and trigger collaboration. The questionnaire asked the community to rate each of the 10 weeks regarding content and delivery, as well as the overall Campaign. The results confirm the intended successful outcome.

Figure 11: Questionnaire Data Extract


The community was also asked to score the overall campaign and rated it 4.88 out of 5 stars.

Qualitative feedback included the following quotes that confirmed overall community team satisfaction and sense of achievement and gain towards alignment and productivity:

- *“It was a Campaign... not a course. I could digest in my own time and pick out what I needed, knowing I still have access to the resources to continue my development”*
- *“Pushed us on our personal development and brought us closer as a community, to feel like a cross-functioning high performing team!”*
- *“All key themes were delivered very well, allowing me to grow my skills, and develop additional new skills and competencies”*
- *“Brought the OD&L community together to learn and cross collaborate”*
- *“I loved the varied interactions with the community and best practice sharing, plus the modern Campaign approach that helped connect us to leverage one another”*

Overall

During the campaign, the design team maintained frequent and close contact with LearnNet, discussing the Campaign to ensure continued advocacy from the LearnNet members and their teams but to also gauge their feedback and comments. They were positively overwhelmed by the design, the implementation, the marketing lens and approach, confirming that the design team had set the standards high for future Campaigns in OD&L. Some LearnNet quotes included the following written feedback, confirming the design team had successfully met their mandate to build awareness of Learning, promote the sharing of knowledge, spark curiosity and trigger collaboration:

- *“Outstanding work in designing and delivering the Campaign”*
- *“Particularly impressed by the quality materials, the combination of internal and external viewpoints and the energetic engagement created”*
- *“Your Campaign sets the standard for what we had in mind, making our journey to World Class more meaningful for the OD&L community through their own development, raising awareness, sparking curiosity and encouraging Learner pull on the most relevant OD&L topics — thank you ... much appreciate your work.”*

Next Steps

The content of the campaign is being repurposed to use in a set of new gamified courses in Shell called “Introduction to OD&L.” Until the release (which was estimated to be Q3 2019), the campaign’s central repository EE page continues to be leveraged by the OD&L team for both onboarding purposes for new team members, as well as performance support.

The campaign design team is creating a campaign toolkit for other teams to replicate a similar approach due to the amount of praise and requests of how they also could design and implement such a team development program initiative. There is a request from LearnNet to do a campaign on a yearly basis — all due to the success of Zooming into Learning.

About Brandon Hall Group

Brandon Hall Group is an 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.

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- 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.