



Sears Uses Gamification To Teach Code of Honor

Sears Holdings
Best Use of Games or Simuations for Learning Program
October 2017



Company Background



Company At-a-Glance	
Headquarters	Hoffman Estates, Ill., USA
Year Founded	2005
Revenue	\$22 billion
Employees	176,000+ employees
Global Scale	United States, Canada through minority stake in Sears Canada, Mexico through 50% stake in Sears Mexico, Puerto Rico and Guam
Customers/Output, etc.	An integrated retailer focused on connecting digital and physical shopping experiences; SHC operates more than 1,500 retail locations under the mastheads of Sears, Kmart, and their subsidiaries, such as auto centers and pharmacies.
Industry	Retail
Stock Symbol	NASDAQ: SHLD
Website	http://searsholdings.com/

Budget and Timeframe

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Overall budget	\$44,000
Number of employees involved with the implementation?	Numerous: Compliance learning plans are managed by the SHC Office of Compliance and the Integrated Learning & Performance Compliance Learning Solutions Architect.
Number of Operations or Subject Matter Expert employees involved with the implementation?	12, client and vendor
Timeframe to implement	February 2017
Start date of the program	Sept 2016-Jan 2017, for design and development.

Business Conditions & Business Needs

Sears Holdings Corporation (SHC) recently revamped its internal learning platform and compliance training program to increase its associates' engagement and ownership of compliance.

As part of that larger project, the company wanted to create a new training course on its core corporate policy, the Code of Conduct. The compliance team believed that the previous conduct courses were too focused on rote learning and not memorable enough to inculcate the importance of ethics to SHC business.

The team wanted the new course to not only teach associates about SHC's conduct code but to grab their attention in a fun and unconventional way. The SHC team decided that a game would act as a catalyst for discussion on ethics and the Code of Conduct across the company.

Overview

The game, called SHC Ethics Quest of Honor, needed to engage, educate, persuade, and change learner behavior in a fun, interactive, educational environment. The SHC compliance team partnered with Pulse Learning to develop the gamification training.

In the game, learners are travelers transported back to the vast and bountiful land of Retailia, that is experiencing tensions with the faraway Kingdom of Corruption, which has an unsettling effect on Retailia. The traveler must gather troops to join forces with King



Holman the Honorable against the war-hungry King of Corruption. The mission is to bravely lead the troops back to the safety of the Castle of Compliance. However, the journey to reach the castle will not be easy. Travelers must successfully overcome challenges in the Thorny Forest, the Crooked Cliffs, and the Village of Villainy.

Travelers have a Code of Conduct manuscript and can review each of its sections at any time as they face numerous temptations. Travelers must maintain integrity in the face of challenges at each location as they move forward in the Quest of Honor. Correct answers gain rewards or points and incorrect answers reduce travelers' level of health.

Each location contains challenges strategically mapped to key areas of the SHC Code of Conduct. Effectively, travelers find themselves in the role of hero and trusted leader, leading by example and guiding their troops to safety at the Castle of Compliance. The everyday work environment of SHC is mirrored in this medieval Quest of Honor mission.

Design

Engagement

Quest of Honor leverages the key components of a gaming environment:

- Mission.
- Decision making.
- Strategy.
- Risk.
- Chance.
- Reward.

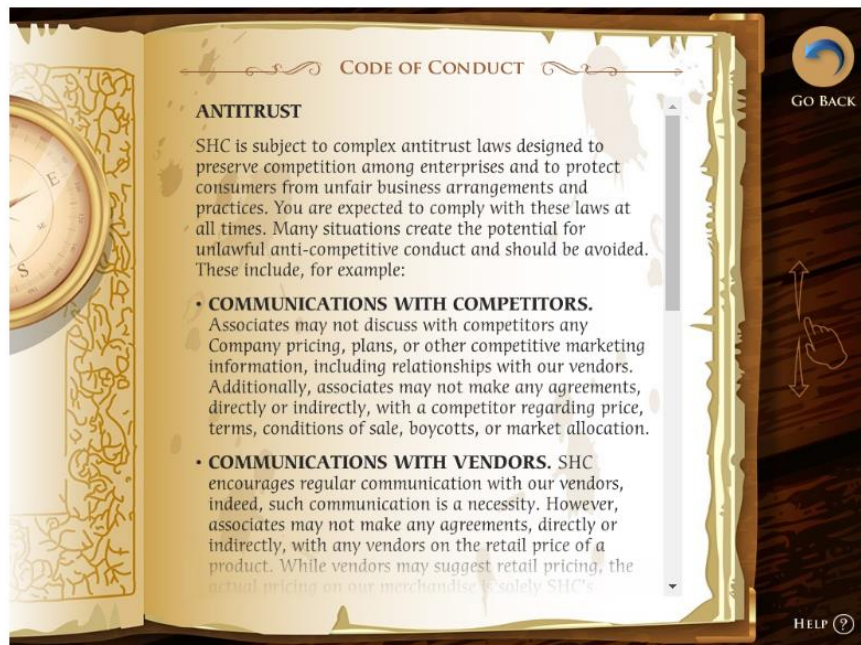
SHC and PulseLearning worked to translate the conduct code into meaningful terms, contexts, scenarios, and dilemmas that reflect real-world decisions in multiple areas, including ethics, honesty, fraud, non-disclosure, and anti-trust. The components of the game are intertwined with light humor, ensuring the learning experience is memorable and engaging for the target audience.

Figure 1: Challenge Instructions



Source: Sears Holdings Corporation 2017

Figure 2: Code of Conduct



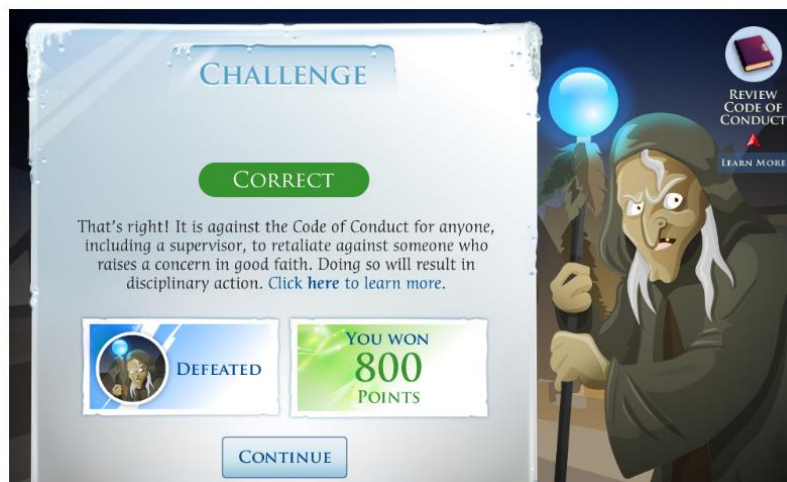
Source: Sears Holdings Corporation 2017

Exploratory Learning

By introducing a gaming world, learners have the opportunity to understand the scope of the Code of Conduct by applying the its principles. Challenges reinforce correct behaviors and explain how to change incorrect behaviors.

Challenges (wolves, dragons, and bandits) are encountered along the way. They are dangerous but can be overcome by applying knowledge from previously accessed content. Challenges may provide points and move learners closer to the Castle of Compliance.

Figure 3: Correct Challenge Answer



Source: Sears Holdings Corporation 2017

Figure 4: Incorrect Challenge Answer



Source: Sears Holdings Corporation 2017

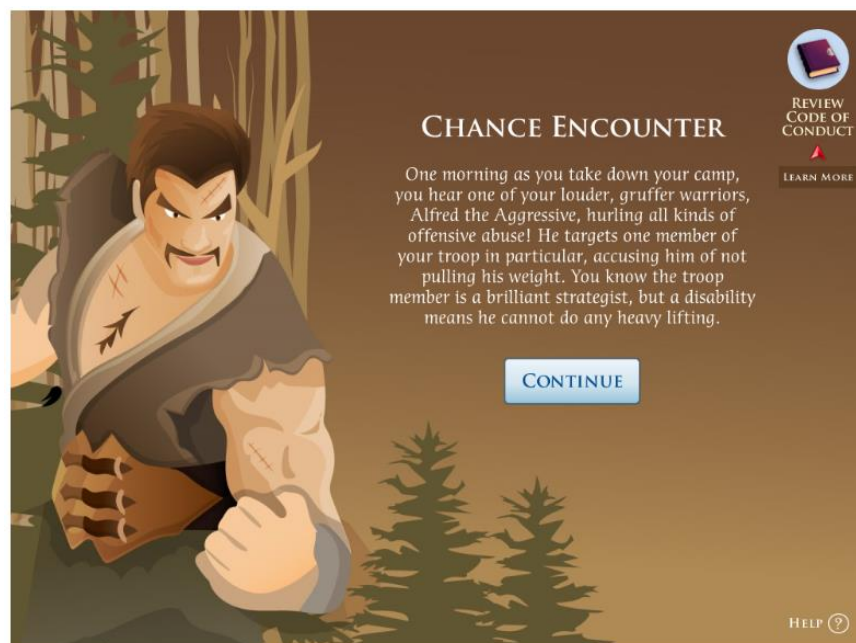
Replay Value

The design includes opportunities for replay with the inclusion of Chance Encounters. At intervals outside the mapped challenges, learners are faced with Code of Conduct scenarios in the guise of Chance Encounters.

Answering correctly, learners can play it safe and keep rewards to be exchanged for a second chance at a failed challenge or take a risk and exchange the reward for points to increase their overall score.

The Chance Encounters encourage continued playing to improve overall leader-board scores and reinforce the principles of the Code of Conduct in learners' psyches.

Figure 5: Chance Encounter



Source: Sears Holdings Corporation 2017

Figure 6: Awards for Chance Encounter



Source: Sears Holdings Corporation 2017

Learners are tasked with the mission to guide their troops to the safety of the Castle of Compliance and overcome obstacles with their integrity intact.

The key message is for learners to abide by the Code of Conduct while behaving ethically to reach the safety of the Castle of Compliance. If they do not abide by the Code of Conduct, there will be repercussions.

Figure 7: Congratulations Screen

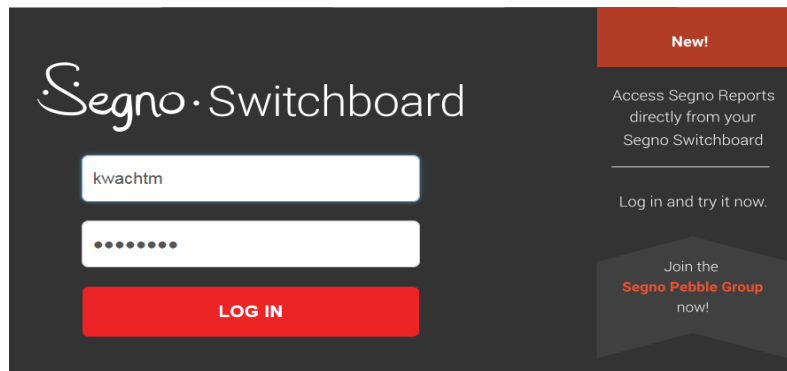


Source: Sears Holdings Corporation 2017

Delivery

The SHC Ethics Quest of Honor game was deployed to all associates through its inclusion on their Compliance Learning Plans located on SHC's LMS.

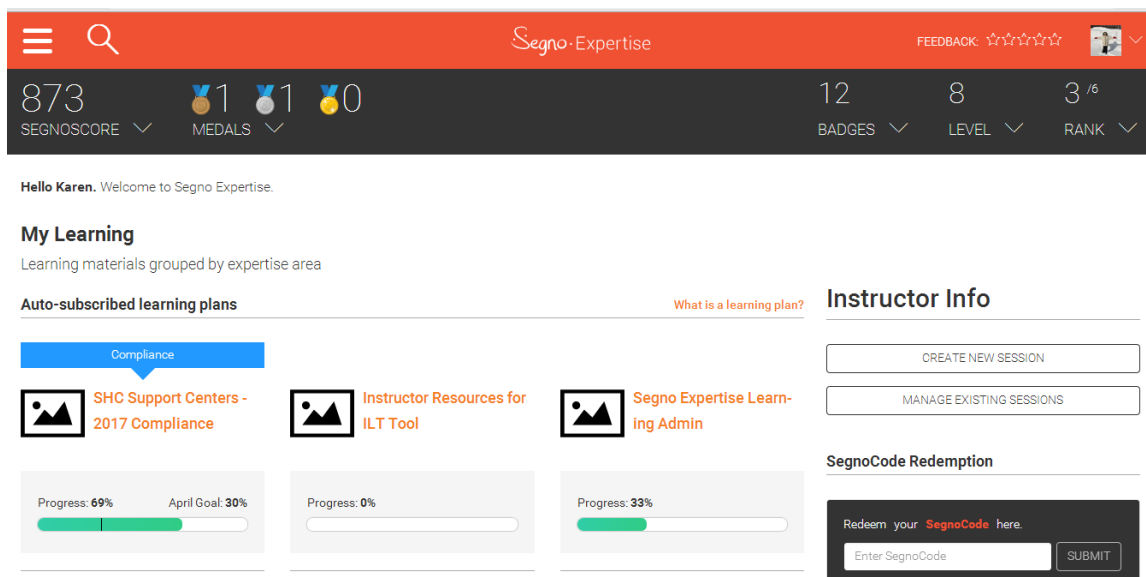
Figure 8: Login



Source: Sears Holdings Corporation 2017

Associates are given a specific compliance learning plan with modules assigned based on individual role and business division. The Compliance Learning Plan section of the screenshot below is what all associates see when they log into their business division version of the LMS.

Figure 9: My Learning Page



Source: Sears Holdings Corporation 2017

The compliance box on the left of the screenshot (SHC Support Centers - 2017 Compliance) has a progress bar that tracks individual associates' completions for their unique compliance learning plans.

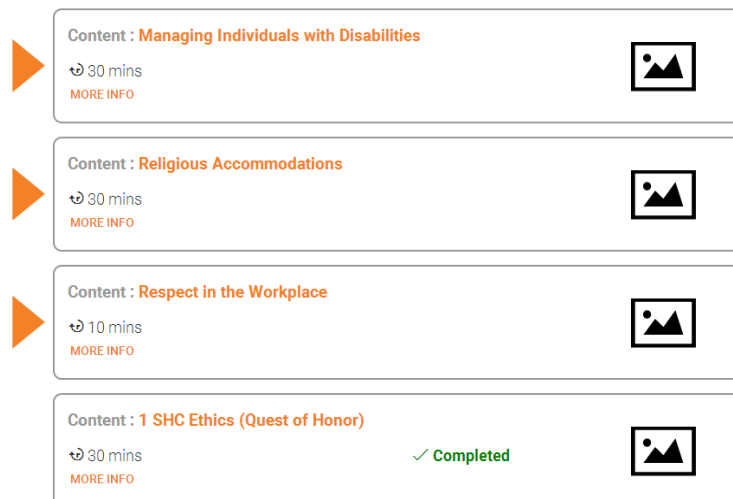
The SHC Office of Compliance, Integrated Learning & Performance Compliance, and individual business unit leaders agree on the monthly completion targets for each business prior to a new fiscal year (February) when the learning plans are launched.

SHC has 11 businesses where compliance learning plans are assigned, and each business has its own individualized set of monthly completion targets.

The completion goal for the month appears in the compliance box (April Goal: 30%) and the progress bar will change from red to yellow to green depending on where associates are compared to the monthly goal. When associates click on the link for the individual compliance learning plan, they are given a list of required compliance modules, including the SHC Ethics Quest of Honor game.

The total number of courses from one associate to another will vary. Associates have the option of choosing any module, in any sequence, to complete as long as they meet their monthly completion requirements.

Figure 10: Compliance Learning Plan



Source: Sears Holdings Corporation 2017

Measurable Benefits

Managers can track their teams' compliance completions for individual courses and learning plans.

The SHC Ethics Quest of Honor game was made available to 114,854 associates in February 2017 and 62,949 had completed the game at the time of this report.

Figure 11 shows the direct comparison in completion records for the 2017 SHC Ethics Quest of Honor game compared to the old Integrity Counts module in 2016.

Figure 11: 2016 and 2017 Comparisons

	Total Number Associates Assigned	Total Number of Associates Completed by April 15	Percent Completed Based on Total Audience Assigned
2016 Integrity Counts	75,148	1,657	3%
2017 SHC Ethics Quest of Honor	114,854	62,949	55%

Source: Sears Holdings Corporation 2017

Deployment of the SHC Ethics Quest of Honor game created a “buzz” in the organization and moved compliance from a rote and boring compulsory learning experience into a more exciting and fun learning environment for associates. The buzz has rippled through all individual business units, helping drive increased completions.

In 2017, an enhancement to the LMS now allows associates to rate individual compliance courses on a scale of 1– 5. The average rating for all compliance courses is 4.3, while rating for the SHC Ethics Quest of Honor course is 4.55.

The game supports the following key results sought by SHC:

- “Build a Team of Engaged Associates Who Embrace Change and Technology.”
- “Earn Trust” and “Be Authentic” – Pillars of the Seven Cultural Beliefs.
- “Support and Impact BU Performance to Generate a WOW Member Experience.”

Feedback from associates has been excellent; engraining behavior and linking content learned back to on-the-job situations.

Figure 12: SHC Associate Feedback



Source: Sears Holdings Corporation 2017

Overall

Design and development of the SHC Ethics Quest of Honor game required an in-depth collaborative approach between SHC and PulseLearning. The teams worked in an agile environment, providing feedback and suggesting improvements to the scenario content and gaming mechanics, ensuring the best result and experience for the associates.

The Integrated Learning & Performance Compliance LSA and the SHC Office of Compliance are now working to identify other courses that could benefit from a similar engaging and visual approach.

Feedback from associates has highlighted the need for a more balanced mix of content types. Not all modules need to be gamified, but SHC intends to introduce more interactivity and engagement to refresh the compliance content.



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