

CASE STUDY

DELL

LRN collaborates with its Partners from a holistic perspective, believing that they should not just protect themselves with legal compliance education, but propel themselves with programs that shield against misconduct and drive long-term, sustainable performance. LRN's work with Dell Technologies shows how it put that belief into action.





TYPE OF COMPANY: PUBLIC

TOTAL REVENUE: \$74 BILLION

SECTOR: INFORMATION TECHNOLOGY AND SERVICES

SIZE: 140,000 EMPLOYEES

HEADQUARTERS: ROUND ROCK, TX

“The fact that LRN is constantly looking for ways to be visionary in advancing the E&C agenda from an awareness and learning standpoint is really exciting to us, because you never want a partner that just stands still.”

— PAGE MOTES,
DIRECTOR, STRATEGIC
PROGRAMS OFFICE
— GLOBAL ETHICS &
COMPLIANCE

CHALLENGE

With a diverse demographic of employee learners, expanded with the recently completed merger with EMC, the largest technology merger in history, according to The Wall Street Journal, the global services and solutions provider needed a learning solution that would build ethics and compliance into its global corporate culture.

SOLUTION DEPLOYED

Dell Technologies turned to LRN for its e-learning expertise and custom gaming solutions to elevate the organization’s valuesbased decision-making and entire ethics and compliance (E&C) educational experience.

MORE PARTNER INFORMATION

Dell Technologies is a family of businesses that provides the essential infrastructure for organizations to build their digital future, transform IT and protect their most important asset: information. Operating in more than 180 countries, Dell Technologies is a collective force of technology solutions and services — from infrastructure and software to devices. Its brands include Dell, Dell EMC, Pivotal, RSA, SecureWorks, Virtustream and VMware.

Despite its size and diversity, the organization, explains Page Motes, director of Dell’s Strategic Programs Office - Global Ethics & Compliance, “has as a very common red thread: integrity is a unique marker and differentiator for our company. It’s highly valued, yet we needed to improve how that’s articulated and baked in to how we do our jobs.” To do so, Dell Technologies reached out to LRN, and initiated a collaboration that would lead to the implementation of an E&C learning strategy that deploys gamification. LRN explained the benefits of gaming when it comes to learning, and how LRN’s customized games create immersive worlds filled with nuanced, sophisticated challenges that increase learner comprehension and retention. “With regular online training, you’re learning something but not experiencing it,” says Motes. “Gamification helps it feel more like on-the-job training and practice. Our team members really appreciate the fact that it is simulative. You are learning about how to do a job better while making valuesbased decisions and integrating controls and processes into the daily work.”

GETTING GAMIFIED

Dell “dipped its toes,” Motes says, into gaming three years ago with LRN’s “The Honesty Project,” an anti-corruption and bribery game that LRN slightly tweaked for the organization. The course began with English only, and completion was optional. Still, the company reached more than 20,000 completions, which at the time represented 25% of its workforce, and many employees participated more than once.

By testing this game, the company was able to obtain feedback from its employees and get more comfortable with investing more time and money into the gaming aspects of its E&C program. Because it yielded such positive feedback, Dell decided to invest in more custom training. “In fact, people now ask us, ‘Why can’t everything we take be gamified?’”

So it decided to introduce one new game a year, with each one having a fresh new look and feel to keep things exciting. The next game-based course it launched was “The Responsibility Project,” which allows employees to demonstrate their understanding of the company’s practices for data protection and privacy, particularly as it relates to responsibly handling customer data. As the course description reads: “Though the game takes place at a fictional company, you’ll probably find that some of its elements seem familiar. The company has been designed to reflect Dell’s priorities for critical issues that affect all of us every day. LRN helped Dell Technologies come up with the storyline for this fantasy-based game, leveraging the mind-mapping exercise conducted with its privacy personnel. The required course had about 80,000 completions.



GAME 3 FOR THE COMBINED ENTITY

The third game, The Courage Project, revolves around the company’s core values and code of conduct. For example, since integrity, putting customers first and winning together are among its core values, the game gives users feedback as to whether their decisions made along the way were about winning together and done with integrity. As the course description reads: “The Courage Project, a gamified course that allows you to demonstrate your understanding of the values and commitments embodied in our Code of Conduct. The choices you make will directly affect your ability to meet our company’s expectations for culture, values, and performance. More importantly, each good decision in the game will assist a very important customer as they seek to achieve a critical and inspirational goal.”

“In merging with EMC as a brand new, unified company, we knew we needed to level-set the combined organization on what it means to work and engage with each other and our customers in the right way, touch on each key risk area, and encourage employees to have the courage to speak up,” explains Motes. “If the culture is right, people have courage to not just speak up and speak out, but to push back and assert their opinions.”

Rollouts of the second and third games were in multiple languages, questions became harder, with less-obvious answers, and gaming components, like scoring and badge collection, were amped up. The feedback also revealed that employees “loved the aspects of leader board, collecting things and powering them up, and leveling up,” says Motes. “They wanted to make sure it was thoughtprovoking and head-scratching, had more options to test out of certain components, and to see even more scenarios branching – for example, if you were to choose this option if you were in sales versus that option if you were in procurement, where would the game go?”

THE PARTNERSHIP

As Motes can attest, game creation is hard work. From coming up with a concept, blending reality and fantasy, designing a brand appropriate look and feel, testing and executing on the vision, it takes a talented and committed team and lots of collaboration. “We couldn’t have done this without LRN,” she says. “They listened to our ideas, brought forth their own, and came to us with options. They were open to our feedback. It was a heavy lift for both of us, and a truly collaborative effort.”

Given the company’s success with gaming, Motes says they may consider working with LRN on other innovative learning approaches, like augmented reality, because it will be done in the right way. “We love that LRN is always thinking about the next wave as we look to continue to move in a direction that is more cutting edge,” she says. “LRN is the right partner to continue on that kind of journey.”



ABOUT LRN

LRN offers education, tools, and advisory services to help organizations develop values-based cultures and leadership, strengthen ethics and compliance efforts, and inspire principled performance. Founded in 1994, LRN is a global company that has educated more than 20 million employees and has worked with more than 700 companies in 100 countries worldwide.

LRN's work is grounded in HOW®, a philosophical framework for individual and organizational behavior in a world that is increasingly complex and interdependent.

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