

INNOVATE

TO RIDE THROUGH

the toughest Enterprise Learning Challenges

CHALLENGE STATEMENT #02

1. Challenge Owner Index and Pseudonym

#02 – “We save lives LLC”

2. Challenge Statement

We are seeking a learning solution that allow our employees experience real life crisis situations which would help them learn how to protect themselves in all types of crises; be it a fire outbreak, industrial disaster, pandemic outbreak, a natural disaster or a terrorist attack, which would be critical in our drive towards building workforce resilience and business continuity and sustainability.

We believe by experiencing and learning how to protect themselves, our employees would be better able to understand our business (we are in the business of protecting and saving lives) and how we can partner our clients and their employees build their workforce resilience during this pandemic and beyond.

3. About the Challenge Owner Organisation

We are a health and security services firm that focuses on helping organisations and their people reduce exposure to, and mitigate, health, wellbeing and security risks. Our services include providing a consistent feed of timely information on world events, assistance services, health consultancy and programmes, education, advice and medical equipment. We also advise on preventive programmes and assisting with emergency response for employees, including domestic workers, business travellers, expatriates and their dependents.

4. Define the Challenge

Pre-COVID-19, on top of e-learning, we provided scenario based learning experience by having colleagues from all countries join “in-person” desk- top scenario training/ exercises in our key regional locations such as Singapore, London, UK & Philadelphia, USA. These were conducted primarily for 3 groups of employees with different scenarios:

1. For all new hires as part of their onboarding for new hires to appreciate and understand our business and how they would contribute to the success of the company.
2. For each country’s Crisis Management Teams and the Regional and Global Crisis management teams bi-annually to refresh, validate and test our Business Continuity Plans to ensure that they remain current and that Crisis Management Team members are well aware of their roles in the event of a crisis
3. For all employees as part of our internal learning & development curriculum that aids employees in understanding our products and services better and thereby allows colleagues to better service our prospects/clients and their employees.

As a result of COVID-19, many organisations including ourselves have adapted to virtual learning of some form. In March 2020, we redesigned and condensed our training using e-learning (self-learn, own pace) as well as trainer led lessons via Zoom. We have also experimented with case base learning via case studies and role plays. Whilst this is great as a start, there are limitations as employees hit Zoom and breakout rooms fatigue. These trainings do not provide interactivity and engagement and are often more one way (instructor download of information to attendees, despite attempts to improve interactivity via Kahoot, Polls etc). Whilst breakout rooms are great, it is challenging for the instructor as you can't be in all breakout rooms at once, tapping into what everyone is doing/listening and actively sharing across. There is a fatigue of the copious amount of e-learning that one must complete.

We believe that many organizations are like us currently trying to figure out how to support their staff as they try to protect their employees who are working remotely, engage them and provide tools that they stay resilient and also provide transfer of knowledge.

5. Considerations

Individual/Personal Data protection regulatory requirements should be considered if “live information” is used in the learning, especially regarding location of company assets and employees etc. It should be compliant with global privacy and data protection requirements to pass our infosec guidelines.

Consideration of local language that would benefit colleagues in different countries, although priority is English.

Global applicability (considering some of the country restrictions like China).

Ease of administration and maintenance with minimum dependency on external vendor; self-serve solution.

6. Targeted Learners / Users

1. New hires to the company as part of their onboarding experience.
2. Each country's Crisis Management Teams and Regional and Global Crisis management teams.
3. For all existing employees who would benefit from a refresher course and be updated with the various roles they may need to work with during a crisis

Estimated population: Over 10,000 employees globally.

7. Deliverables

The solution should allow the employees, individually or in teams, to use tools (which are essentially the solutions that our company offer our employees and our clients) to solve the commercial complexities that result from natural catastrophes such as pandemic, earthquake, coups or terrorist attacks that impact business managers every day, taking into account the commercial and workforce impact.

The solution should incorporate necessary communication tools required to improve the interactivity of the learning experience within the employee teams (located in different parts of the world as we migrate more to working in a globally virtual environment).

There should be realism in the learning and high level of interactivity to keep the participants engaged.

There should be an ability to assess tangible results or learnings from the decisions made that result in the survival/destruction/disruption of the business (and the employees). In order to be realistic, we will like the solution to have the flexibility to augment the scenarios to include information that is real and current. Such information could be the office locations, number of employees or even commercial impact such as rent, damages etc.

Through a new solution, we hope able to build and pilot an engaging learning experience for our employees globally that allows us to realise the adage that one can be entertained without being educated, but one cannot be educated without being entertained. We also hope that the solution will build employee rapport and camaraderie.

If possible, the solution should have the ability to interface with our business applications to provide real life data feeds thereby imbuing a higher level of realism into the learning and offering a real-life business continuity planning platform.

8. Measures of Success

In specific tangible results, we expect

- New and innovative way of conveying an immersive and interactive learning experience to the employees. (It should not be something we have done before).
- Employees will be on-boarded faster within the organization and have a better understanding of how our services support our clients.
- Solution able to interface with our applications so that we are able to inject realism into the employees learning.
- Allows all employees to better service our clients and their employees as they would be able to understand the challenges faced by our client's employees
- Increased employee engagement resulting in increased retention rate for the staff, stronger internal synergies and cohesiveness amongst all of employees in the hybrid work environment. This will be quantified via our bi-annual company-wide survey. If the solution also has elements that allows employees globally to network and build informal working relationships through interactions during this new learning platform, it will support the company in building employee synergies and engagement.
- Crisis management teams replacing existing desktop exercises as part of the Crisis Management Team refresher training / drills bi-annually. Team members understand their roles in the event of any crisis that occurs and allow a coordinated and more efficient approach to managing a crisis even if working remotely.