Scaling Learning in the Retail World: The Success of Mattress Firm
Social Learning Definition

Connect People to:

• Solve Complex Problems
• Generate & Spread Ideas
• Teach & Learn
• Capture & Share Knowledge
Three Drivers of Disruption

Drivers of the NEW WORK ENVIRONMENT

- rapid innovation
- globalization
- technology

these drivers lead to:

- DISTRIBUTED DECISION-MAKING
- TEAM-BASED WORK

Features of the new work environment
The World of Work is Changing

From hierarchies... to networked hierarchies

Formal Work Domain:
- Operations, Performance Management
- Human Resource Management
- Supply Chain Management
- Geographical Divisions
- Marketing
- Manufacturing
- etc.

Informal Work Domain:
- Virtual Teams
- Communities of Practice
- Expert Networks
- Knowledge Communities
- Inside and outside the organizational boundaries
The Lone Thinker
Social Constructivists Tell Us That learning is a Social Process

• It is neither simply an individual process, nor a passive process

• Effective and lasting learning takes place for the individual when engaged in social activity with a range of others, in a social context and when new or repeated sensory input (e.g. words, pictures, video, stories, music, and much more) is related to pre-existing knowledge and understanding.
How People Learn: Rooted in Theory / Grounded in Evidence

- Formal
  - Self-Paced eLearning
  - Guided, Paced Cohort

- Informal
  - Web Search
  - Community of Practice

- Alone
- Network
Current Talent Development Options Miss the Mark

Traditional Talent Development Options Are Not Well-Suited for Driving “Network Performance” and Collaboration Tools Have Not Lived Up To Their ‘Social Learning’ Promise

- **Elite Residential Experience**: Senior Leader focused, not able to cascade
- **Traditional Workshops**: Disconnected from Work
- **Collaboration Tools**: Not Built for Learning
- **Self-Paced eLearning**: Individual-Focused

Leadership Level

Quality / Engagement

High

Low
How Most Training is Done

How well is Jane doing at collaborating? vs. How well is this group collaborating?
The New New Thing: Competency-Based Education

Competency-Based Learning or Personalized Learning

Move Over MOOCs, It's Online Competency Time

Competency-Based Education: 4 Considerations for Online Students
Prospective students should compare program costs and make sure they can get financial aid.

Degree Finder
The U.S. News University Directory can match you with online programs that meet your education criteria in a few simple steps.

Takeaways
Investments in competency-based education programs make sense as the nation strives to educate an increasingly diverse population.

1. Indicators of quality for all stakeholders in CBE ecosystems are curricular architecture, valid and reliable assessments, and comprehensive student success resources.

2. Programs require substantial investments and often commitments to new or redefined business models.
Training Makes People the Same
Learning Makes People Different
Learning Management / Learning Innovation

**LMS**

“System of Record”

• Course Catalog
• Registration
• Reporting
• “known right answer training”

Learning Innovation System

“System of Innovation”

• Social Learning Environment
• Wisdom of Crowds Marketplace
• Strategy Activation System
• Force Multiplier Network
• No Single Right Answer
New Mattress Firm Product Launch: Beautyrest Black
Previous Product Launches
New Product Launch with CorpU

The Challenge:

• Train **5000** geographically dispersed employees in half the time
• Maintain integrity of training for **2100** stores (900 of which opened in the last year)
Our Goal: Improve Performance Faster

- Shorten training period from 120 days to 30 days
- Reduce $500K spending to almost $0
Our Results

5k+ Trained associates in 90 markets in 40 states
88% Reduction in launch time
$500k Saved in training cost
Mattress Firm Store Locations
Connectivity Across Store Locations
One Beautyrest Black Cohort on CorpU Platform
Multiple Cohorts Across CorpU Platform
What We Learned

- How to educate an extremely decentralized workforce
- Supervisor buy-in is incredibly important to get a large group of people to learn
M&A—Integration of People & Cultures
Harness the Collective Genius

• The power to execute any strategy or drive any innovation is through a social learning approach.
• How well do you harness the collective genius inside your company?