



WORKJAM WHITEPAPER

# The Learning Experience at Tomorrow's Workplace

Training that Transforms, Learning that Inspires



Imagine being made to sit in a windowless conference room all day while someone reads to you from a cookbook.

The room is warm, and the drone of fluorescent lights overhead sounds like the lazy hum of late-August bees. Your eyelids grow heavy, and you rest your head on your hands. The speaker's recitation (something about mincing?) softly fades into the background ... until you snap yourself awake and desperately suck back the tepid dregs of your fourth coffee. At the end of the day, you shuffle out of the room, drained and groggy.

The next morning, you're expected to walk into a restaurant kitchen and start cooking flawlessly.

It sounds ridiculous, doesn't it?

And yet, this workplace training model has been used for decades.

## The Traditional Model of Workplace Training

How we learn at work is similar to how we learned at school: We sit in a classroom setting while a teacher tells us what we need to know.

Unlike in school, however, information isn't being doled out gradually. Instead, employees are expected to understand

and process a massive amount of training in one sitting ... and then seamlessly apply that training to their work.

The question is, did they understand anything from the training?

It's hard to say: In many cases, employees are simply made to sign a sheet confirming they completed the training. The Mimeo 2020 State of Learning and Development Report reveals only 30% of trainers use test results or graded worksheets as a metric, and only 32% use on-the-job behavior metrics.

Most workplace training models do not test whether any of the learning was retained and more importantly, whether that knowledge has resulted in the development or improvement of workplace skills. This makes it extremely difficult to:

- Know if the trainings were even effective
- Coach employees toward career paths at which they excel
- Maintain regulatory compliance
- Have an agile, flexible workforce

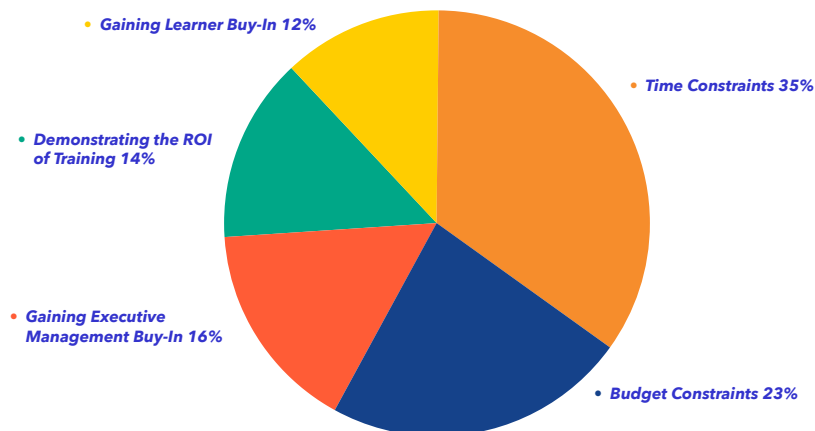
And yet, this is how most training takes place. After all, it's understandable for people to gravitate toward a training style that they're familiar with. Everybody is familiar with a classroom, instructor-led model, so there's an inherent

assumption that this is the best way to learn. It's certainly one of the most popular methods used right now: The Mimeo Report shows 90% of training teams deliver face-to-face instructor-led training (ILT).

However, when looking at the complete picture, cracks start to form.

- 75% of training professionals work on teams of fewer than 10 people.
- 33% of training professionals work on teams of 1-3 people.
- 35% of trainers say time constraints are their biggest challenge.

### Leading internal training challenges in L&D departments in North America in 2020



An additional data point: Only 30% of trainers use test results or graded worksheets as a metric, and only 32% use on-the-job behavior metrics. The most common way trainers measure their success is feedback from participants, which, while nice to hear, doesn't exactly provide an objective analysis of whether the training was effective.

**In a nutshell, trainers are short on time and resources, so measuring the effectiveness of their training gets put onto the back burner.**

Fortunately, an improved way to learn has risen to prominence.

### The Imperfect Rise of the Learning Management System (LMS)

In its simplest definition, a Learning Management System (LMS) is a software program that helps people create, manage, and deliver online learning courses. Instead of hauling staff into a conference room to watch slide decks, trainers can use the LMS to distribute trainings, which employees can then complete at their own pace or before a specific deadline.

An LMS solves many of the issues raised by instructor-led learning. It's typically more engaging and user-friendly, the employer can monitor progress and results, and it takes up much less time than having instructors (or staff) travel for training.

So far, so good.

However, there are also some gaps that an LMS simply won't fill:

- An LMS does a great job testing the understanding of the material. However, there is no way for the LMS to test whether (and how ably) the employees are able to apply their learning to their actual work tasks.
- Some LMS options are missing important motivational features like gamification and rewards.
- Certain LMS platforms are only available via desktop, making it difficult for retail, healthcare, hospitality, and manufacturing workers to access. No matter how beautifully designed the LMS, your average customer service associate simply will not have the time to sit in a back room for an hour to take a training on the store computer.
- The LMS exists in a silo. Once the trainings are complete and scored, administrative and management work is still required to take that information and apply it in a meaningful way.

A 2017 Ipsos survey revealed the most important features of workplace training include:

- Being easy to complete and understand (90%)
- Having access to the information anytime and anywhere (87%)

- Being given the opportunity to apply the training on the job in real life (86%)
- Being able to pick the training times that fit their schedule (85%)

While LMS platforms are a massive leap forward in employee training, they don't check all these boxes.

It may be tempting to think, "Well, does that really matter? Those are nice-to-haves, but our training system is good enough." The problem is that it may have been good enough last year or the year before.

Everything changed in 2020.

## Why Training Is So Important

As the COVID-19 pandemic began to spread across international borders, hourly workers experienced a new depth to the concept of being a "front-line" worker.

Information was changing daily, if not hourly, and with every new government regulation, companies had to deliver lightning-fast trainings to their staff, to ensure they could implement any new measures quickly and effectively.

The customer experience was no longer primarily about keeping the customer happy; keeping the customer safe had gained a whole new level of prominence. As such, the

coronavirus pandemic has thrown any shortfalls in current workplace training methodologies into stark relief. With people's very lives depending on the quick and consistent implementation of new health and safety tasks, the gap between training and task management raised concerns: How could companies be sure that employees understood the new rules and were applying them correctly and consistently?

This massive change in the consumer environment exposed the weakness in how we train.

But another change, beyond the pandemic, had already been applying pressure to the status quo, and that is the customer experience.

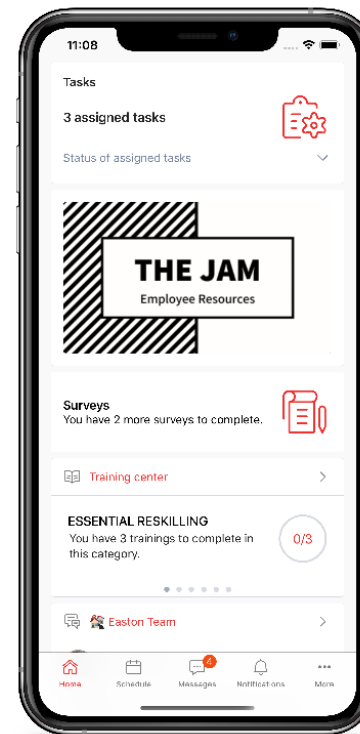
### The Importance of Training to the Customer Experience

Consumers have more choices than ever before. Whether your company is in hospitality, retail, or even healthcare, there is often plenty of competition—and in the case of retail, the world has become your customer's shopping mall. As such, it's very easy for consumers to find options with the same price point and quality. From there, one of the only other ways to stand out is through excellent customer service.

And customers are raising their standards: 59% of consumers worldwide indicated in 2019 that they had

higher expectations for customer service than they had in the previous year.

What does this have to do with training? Just about everything.



### Better Information

A better-trained employee is a more informed employee. It's the difference between an associate who just grabs shoes from the back room versus an associate who has studied which brands are better for wide versus narrow feet, or how to lace shoes to avoid heel slippage. A more informed employee is able to provide a richer, more consultative, more helpful customer experience.

### Better Engagement

Training also benefits the customer experience through employee engagement. Engaged employees are more likely to work harder, share ideas on how to do things better, and want to help their

colleagues and customers. Indeed, employee engagement was identified by Temkin Group as one of the four core competencies shared by customer-centric organizations.

One way to get more engaged employees? Train them. A 2016 Gallup poll revealed “opportunities to learn and grow” as one of the top 5 attributes millennials seek when applying for a job. But not all training is created equal. According to Gallup, organizations with the most engagement are those where:

“Engagement, performance and training are all aligned. Training is strengths-based and grounded in the 12 elements of engagement. Managers learn how to identify the strengths of team members and how to use and build strengths to achieve better outcomes.”

Instead of one-size-fits-all training, the style of training that truly engages employees is that which is tailored toward their needs and their career growth.

### **Better Branding**

In addition to more informed, more engaged employees, another important element in the customer experience is branding. It is no longer enough for each location and associate to simply treat your customers well: They must provide a consistent brand experience across all channels. Done right, your brand experience can create loyalty,

community, and even brand advocacy. How do you ensure that consistent brand experience? Comprehensive and excellent training, of course.

Training and communication in real-time have become critical, to have the right people with the right skills in the right place at the right time. Anything less makes it much harder to succeed—which means we need to change how we look at training.

## **Enter the LXP, the Learning Experience Platform: A Better Workplace Training Model**

As mentioned, the academic model for workplace learning is popular, but its effectiveness is in question. After all, it's more or less akin to “cramming,” (trying to take in a massive amount of information in one sitting). Learning via this method works in the short term but doesn't provide any long-term learning – a major problem when the training involves basic job functions or health and safety issues.

Instead, workplace training works best when it is experienced:

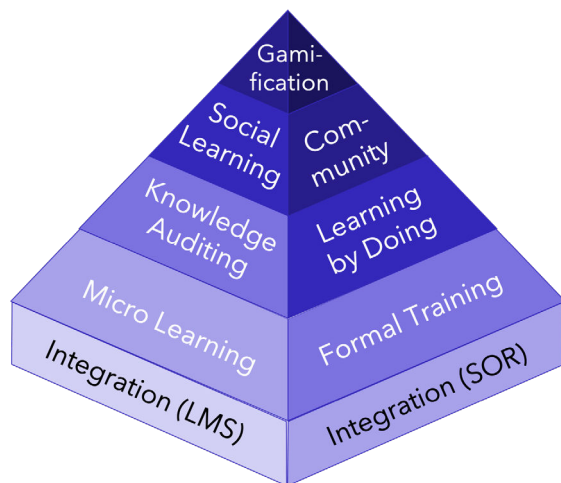
- Ongoing – Training is not “one and done,” but is instead reinforced through tasks and sharing of knowledge.
- Enjoyable – Training is engaging and even fun.
- Reasonable – Training is doled out in smaller, “bite-sized”

sessions instead of a massive, days-long marathon.

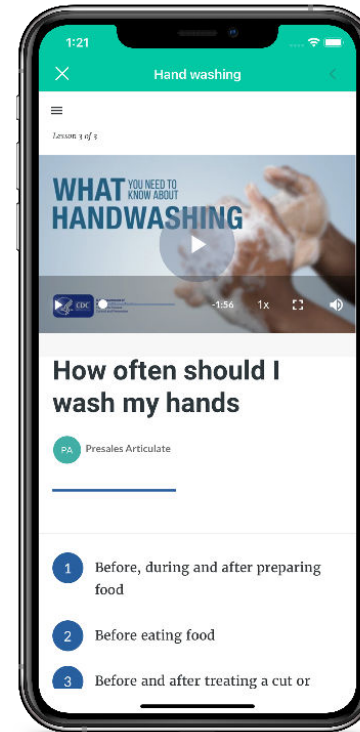
- Recommended - Training is offered based upon trainings completed, allowing the employee to move forward faster.

To implement this, there are multiple elements that need to be integrated into a workplace training program. These elements are:

- Micro learning
- Informal/task-based learning
- Social/community learning
- Gamification



Let's dive into each of these.



### Micro Learning

Micro learning is a structure that allows for training to be broken up into smaller, “bite-sized” sessions. Instead of employees digesting a 3-hour training in one sitting, they might take 10 mini-lessons of fewer than 20 minutes each, spread out over a couple of weeks.

The benefits of micro learning are multi-fold.

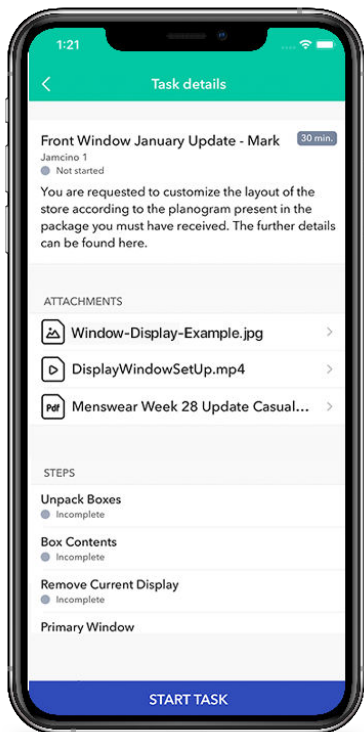
First, micro learning is often much more appealing to employees. Indeed, a Software Advice survey revealed 58% of employees would be “much

more likely” or “somewhat more likely” to use their LMS if it incorporated short (fewer than 10 minutes) lessons. Only 11% of respondents said they’d be less likely to use the LMS with shorter lessons.

And not only is micro learning more popular, it can be more effective, especially when it comes to task-oriented learning. Several studies indicate that short content can increase

information retention by up to 20%.

For micro learning to be most effective, however, it must be combined with enough practice to improve understanding and the ability to apply, which takes us to our next point.



### Informal/Task-based Learning

This type of learning is also called experiential learning, and it's the principle of "learning by doing." This type of learning is a natural fit for task-based training as opposed to academic study. In the workplace, informal learning takes place both by carrying out tasks and by consuming relevant content (a podcast, an article, a Twitter thread) on the topic.

A study showed that workers spend an average of 35% of their working time on activities from which they learn. In essence, this type of learning

has always been in play in the workplace ... but very few companies have figured out a way to strategically integrate

this kind of learning into their overall L&D methodology.

COVID-19 Signage Refresh  
Start: Friday, July 31

Filter by division

Task status:  Step name:

Total	Completed	Ready for completion	In progress	In review	Force completed	Redo	Reset	Not started	Expired
4	2	0	2	0	0	0	0	0	0

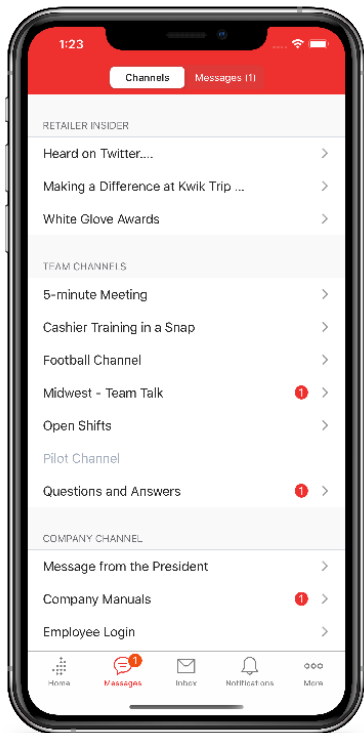
**TASKS**    **STEPS**    **MEDIA BY STEP**    Show values as percentages

STATUS	COMPLETED BY	LOCATION	SCORE	CONTRIBUTORS	SHIFT DATE AND TIME
Completed	Jeffrey Nimrick Aug 11, 03:31 PM	IL Monmouth3 003544 1137 N Main St, Monmouth, Illinois...	-	Jeffrey Nimrick	

STATUS	STEP NAME / DESCRIPTION	ANSWER / COMMENT	MEDIA	SCORE	LOCATION GROUP
Completed	Review COVID Signage Planogram Review the attached planogram.	Answer: Not completed		-	-
Completed	Remove Old COVID Signage Remove all COVID-19 signage in stores.	Answer: Not completed		-	-
Completed	Place New COVID Signage Replace with required signage items listed in the planogram, as well as signage items relevant to your stores current status.	Answer: Not completed		-	-

### Social Learning

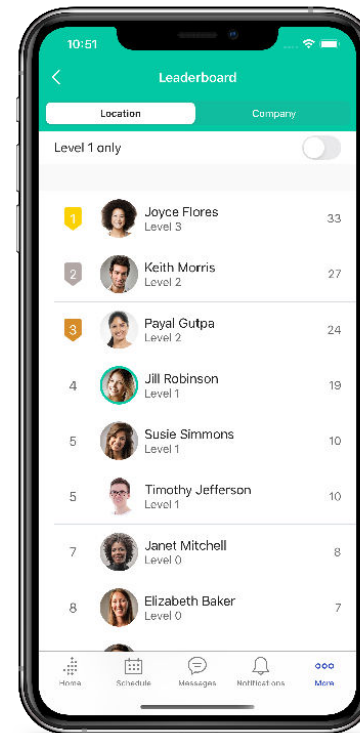
Social learning is where community comes into play. Coworkers trade tips with each other on how to perform tasks more effectively and efficiently. More experienced employees mentor and train new hires. Team members ask each other for help solving problems.



As it turns out, social interaction is a key element when it comes to absorbing new knowledge. It's also a key element when it comes to mastery - when we learn one way to perform a task, and perform it only in that way, we may be operating more from rote memorization than from true understanding and mastery. However, social learning introduces different perspectives and different levels of understanding, allowing us to view the task from multiple angles. The result? A greater understanding of the underlying mechanisms of tasks, how they work, and

how they can be optimized. And this understanding is one that then becomes shared across the organization as a new "best practice."

Like informal learning, social learning is key to understanding and mastery of tasks, but it is rarely formalized in organizations' training strategies.



### Gamification

Gamification is not about creating a game, per se, but about "the use of game elements, game mechanics, and game thinking in non-game contexts to make everyday activities (like learning!) more compelling."

The research on gamification of workplace training is still a bit sparse, as it is a new concept. However, early studies show that gamification is effective at increasing engagement and motivation in learning. This makes sense: When we are rewarded, the pleasure centers in our brain

activate, increasing our interest and engagement in a given activity. Gamification will likely not provide enough motivation to make someone want to start learning about a given topic, but once they do start, gamification will keep their motivation and interest at high levels.

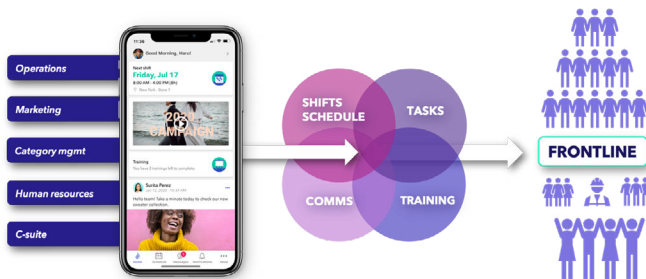
These four elements listed are key to workplace training that

gets results. The question is: How can not just incorporate them, but integrate them, so they work together as a synergistic learning system? That's where a digital workplace comes in.

## The Digital Workplace Model for Training

### Meet Union Requirements with WorkJam Shift Bidding

As we defined in our white paper, "What Is a Digital Workplace...And Why Do You Need One?" a digital workplace is "a technology platform that takes multiple aspects of the employees' workday environment and makes them easily accessible and more efficient." Crucially, this platform is available via the employee's mobile device - this is key, as most hourly workers are deskless.



The distinguishing feature of a comprehensive digital workplace (such as WorkJam) is that workers do not have to rely on multiple platforms for training, shift management, document sharing, communications, and task management.

The best digital workplaces combine all these functions into a single platform, which greatly improves adoption and use, turning the digital workplace platform into a go-to resource for all deskless workers.

As mentioned, one of the major challenges with formalized training is that it happens in a vacuum. Workers have their training and are then send on their merry way. Companies may (or may not) know how much knowledge the workers retained, but they rarely (if ever) measure the effect of that training on the accurate completion of tasks.

A digital workplace takes learning out of the conference room and integrates it into HOW people work.

Let's look at how training via digital workplace might work for Shannon, who is a customer associate at a women's clothing retailer.

*Shannon arrives at work and after setting up for the day, grabs her phone to check out her digital workplace. She sees she has an alert letting her know there's a new training around how to clean the customer washrooms. "This is so much better than when they used to just stick this stuff on the bulletin board," she thinks.*

*Shannon watches the short video, and when it's done, a mandatory quiz pops up, testing her on how well she*

*remembers what she's learned. She aces the quiz and earns a new badge. Great! She's at the top of her store's leaderboard!*

*At 10 a.m., Shannon sees on the task management module of her digital workplace that she needs to go clean the customer washroom. She completes her task, snaps a photo of the results and uploads it.*

*Later that day, Shannon's manager looks at the photo and notices that Shannon did a great job, but she forgot to empty the garbage cans. She sends Shannon a message via the digital workplace, including a just-created checklist for the new washroom cleaning steps. Shannon now knows she has to make a particular point of remembering the garbage cans and has a handy checklist that will help her get it 100% right from now on.*

So, what did this example tell us about the benefits of training via digital workplace? It told us a few things:

- Staff can apply learnings immediately, and importantly, they can easily re-visit trainings at will whenever they need guidance or a refresher. This is a key element to success – people, especially at work, are often reluctant to admit when they don't know something, especially if they have been trained on it. On-demand micro trainings provide a low-pressure space where employees can

explore new trainings, revisit old ones, and explore their interests. In essence, it empowers employees to be more responsible for their own training and development.

- Surveys and quizzes make it easy to test learning, to reinforce what was learned, and to regularly monitor knowledge. This is key when it comes to important issues like compliance or health and safety.
- Training completions automatically trigger badges, which provide gamification and healthy competition. As we've seen gamification and rewards can heighten motivation. By seeing how much progress they've made toward a certain badge and what additional steps might be needed, employees have a powerful incentive to complete trainings – and trainers will receive an automatic notification once the training has been completed (no more tracking down signature sheets!)
- Digital workplace turns training into a multi-faceted experience. Instead of simply watching the video, Shannon was tested, had the opportunity to apply her learnings, was able to provide proof of what she learned, received helpful feedback, and also had access to helpful resources that will help her master the task.

### **The Bigger Picture: Transforming Operations**

Transforming training is an excellent start. But consider this: The effects of employee training reverberate throughout your entire organization. As such, a comprehensive digital

workplace can completely transform operations in a few ways.

### **Training, Targeting, and Workforce Management**

*If you had 5 minutes to send a specific training only to Store Managers in the Food Area department, who work at self-service stores on the east coast of Florida, and who have passed Leadership Training Level 1, AND who are currently on shift...could you?*

A well-designed digital workplace has deep two-way integration with workforce management systems and geolocation, allowing for precise, up-to-date targeting. Instead of sending employees irrelevant trainings they'll

ignore, you can send them only the information that applies to them and their needs.

This laser-precise targeting is key. Not only does it make trainings more relevant, it allows managers to use trainings as a springboard for workforce management. Because the training is integrated with badges, employers can use those badges as a filter not only when sending trainings, but when filling shifts or considering promotions.

Here's an example:

Stewart calls in sick. The good news? Bonnie is available to cover his shift. The bad news? There are a couple of Stewart's regular tasks that Bonnie isn't trained on. The really good news? Bonnie can quickly be sent trainings on those precise gaps. As soon as she takes the trainings and passes the assessment, she can cover for Stewart. A digital workplace makes it easy for managers to filter employees by a certain skill - and to quickly identify and train employees who lack that skill.

The result is an exponentially more flexible workforce, which has massive implications when it comes to shift management and workforce management, as one of our customers discovered.

The customer, a major food services group, is in charge of concessions at Liberty Mutual Field in Philadelphia. As

is expected in sports, there may be playoff games at that stadium ... or there might not. It all depends on how well the Eagles play. If they win, the game is scheduled for the following week, which typically means a major scramble as our customer tries to staff the upcoming games. In the past, they've had to hire temporary workers - with mixed results.

However, in that same city, the customer has about 20,000 workers at universities, hospitals, and corporations. The only thing stopping them from pulling these people in was the daunting task of training them all on how to work at the stadium.

However, using their digital workplace, they can now send out a quick message to all of their staff in a specific radius, saying, "We're in the playoffs. If anybody wants extra shifts next week, grab these three trainings. Once you have your badge, you can start picking up shifts."

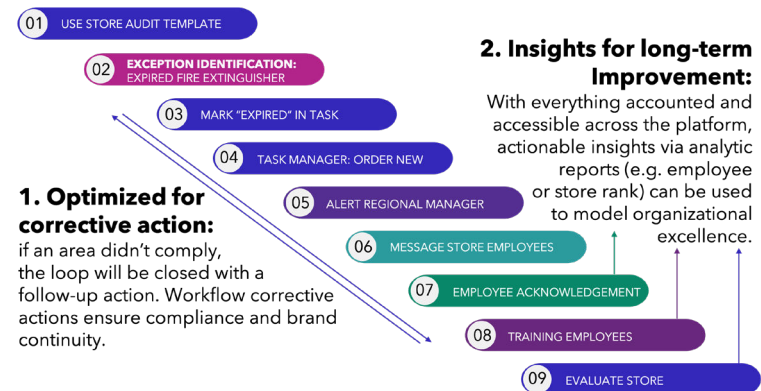
Employees can take whatever training is needed, when it's needed, and then earn a badge for completing that training. A great digital workplace will apply those badges not only to future training levels, but to shift management and eligibility.

This flexibility results in employees who get more hours, receive more customized training, and eventually transform into an exceedingly agile resource.

## The Digital Workplace and Compliance

Another way in which a digital workplace improves operations is by improving compliance.

Chris is manager at a fast-food chain location. He uses his digital workplace's survey module to complete a location audit. He sees that the fire extinguisher is expired and indicates so on the survey. This immediately triggers a mandatory location-wide training on fire safety for all employees. On the next audit, the location passes with flying colors.



One of the major pain points when it comes to compliance is a lack of transparency. Many organizations simply don't know if they're in compliance. They send out instructions and trainings and then hope everything is being done

properly – but there’s no way of verifying it. A digital workplace vastly increases organizational transparency, allowing workers to complete checklists and upload photos of completed tasks, proving beyond any shadow of a doubt (and providing an easily retrievable paper trail) that they’re in compliance with all regulations.

It also improves compliance from an employer point of view. Many regions have very strict laws when it comes to compensatory work time – if any training is done “off the clock,” that can set an employer up for a potential class action suit for wage theft. But with a digital workplace, features like punch clocks and geofencing integrate with the training, with the task management, and with all other elements of work – ensuring that employees are never asked to do any form of work on their own time.

### Breaking Down Silos for Better Performance

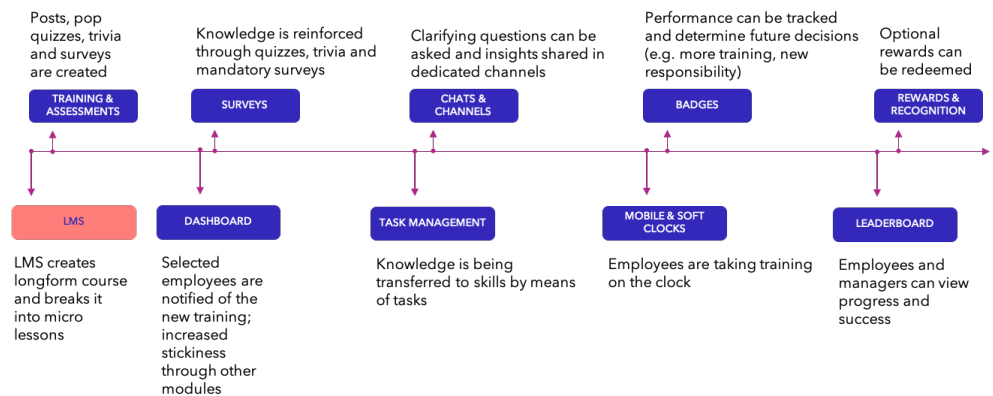
In many organizations, operational functions operate in fairly tight silos. Sure, certain relevant information gets shared between specific departments, but the transfer of information is manual. For example, if a worker calls in sick to a shift, and the manager needs someone with specific skills to replace them, that manager has to wreck their brain (or their spreadsheets) to determine which employees have the skills to cover that shift. Then, they have to take the time to reach out to those individuals to see if they’re available and willing. Training in particular is all too often kept out of the loop,

treated as its own island instead of as an integral part of operations.

A well-designed digital workplace brings everybody together. Should it integrate with the LMS? Of course. Should it integrate with task management? Absolutely. Should it integrate with shift management? Why not? But here’s the secret sauce: To get the absolute best results, the digital workplace must not simply be a landing page for a multitude of separate functions.

***Instead, a digital workplace should operate as a workplace ecosystem that enables the sharing of data among operational functions, including your LMS, allowing all of them to operate at optimal efficiency.***

### Augmenting LMS functionality to increase learning performance and impact business goals



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A digital workplace allows training to take its place as a key pillar in the company's successes and strategies. Using some of WorkJam's modules as an example:

- Training shares information with Task Management. So, employees can immediately apply what they've learned – and can access more help if they stumble.
- Training shares information with Shift Management. So, when employees complete trainings (and earn badges, because Training is also integrated with Recognition and Rewards), they're automatically eligible for specific shifts or duties. And managers can quickly push trainings to employees to make them eligible.
- Training shares information with Surveys and Polls, so not only do employees get tested on their training, they can also share the kind of direct, straight-line feedback that helps organizations make their training even better.
- Training shares information with Mobile Punch and Web Clock, so employees will never engage in training outside of their paid hours of work, for effortless compliance with employment regulations.

The interesting part? **Integrating all of these functions consistently improves the adoption of each of them.** By having everything in one place, and by using a seamless flow of data to make the user experience as enjoyable as possible, companies have noted significant increases in adoption rates.

Take Woolworth's for example, a grocery chain in Australia. About three years ago, they rolled out their workforce management scheduling app. They also rolled out a separate mobile training app. They also launched an HCM app.

One company. One workforce. Three discrete apps for three functions. Their adoption rate averaged 30%.

They then combined all those functions into WorkJam. Within two weeks, adoption was over 70%.

That story isn't (solely) to toot our own horn, but to illustrate a fact that seems so simple, but is so often missed: The fewer steps people have to take to do something, the more likely they are to stick with it.

So not only does a digital workplace make each workplace function more effective and more efficient, it also vastly improves employee participation in those functions. This participation improves those functions, which in turn improve employee engagement, the customer experience, and profitability.

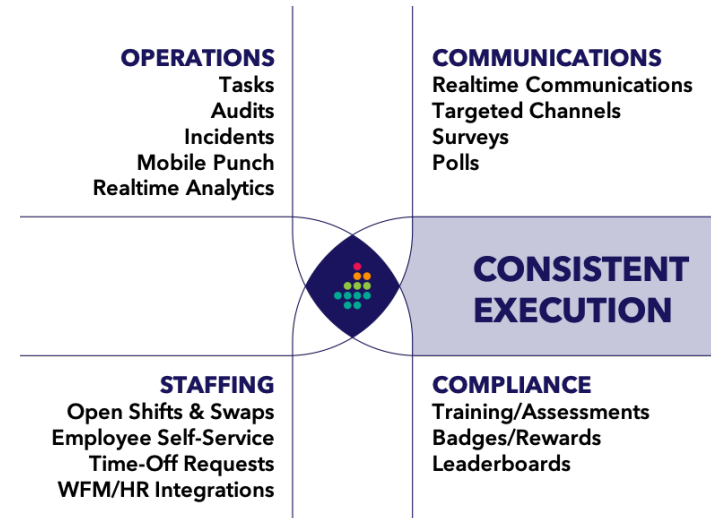
The entire company becomes a perpetually improving ecosystem. Training transforms into organic, continuous learning that little by little, helps employees improve their skills, develop new ones, do their job better, grow into their

role (or new roles), and just generally elevate themselves. Culture improves, engagement rises, and people become invested in their own growth - and in each other's growth.

This sounds good, but caveat emptor - before investing in a digital workplace, it's important to know what to look for. "Digital workplace," being a completely unregulated industry term, can vary widely in how it manifests. Consider some of these features we list below, how they might affect your business, and how important they might be to you.

## What to Look for in a Digital Workplace for Training

- Integration with LMS
- Highly granular and intuitive targeting features
- Configurable branding
- Integration with task management
- Quizzes/surveys to test for knowledge retention
- Easy identification of who has passed what trainings (rewards/badges)
- Flexible micro trainings
- Geofencing and attestation so no need to worry about compensatory time
- Hiring and onboarding - training and refresher quizzes
- Communications and messaging to facilitate cross-peer learning and mentoring



There may be other features on your wish list. Add them! The right digital workplace solution provider will be happy to discuss how to configure the solution the unique structure of your organization.

## Digital Workplace and Training in Action

We've shared a few small examples (both real and theoretical) on how a digital workplace can move training from a struggling back-office function to a thriving strategic pillar...and how the entire company benefits. But here are a few more stories of companies who transformed their training - and their business.

## **Ulta**

CEO Diane Randolph shared at the NRF conference that since January first of this year, they've been able to deliver two million training courses. Interestingly, when they first rolled out WorkJam, they had a traditional LMS on their back office computer. Instead of pushing employees toward one or the other, they simply left the employees to choose - and within the first six months 76% of their workforce migrated over to WorkJam without being asked to. It's simply where their employees wanted to train.

## **Shell**

The franchise structure is complex when it comes to training - often, corporate has no direct line to employees, having to instead rely entirely on the franchisee to deliver information, train, and enforce standards. Shell used WorkJam to deliver customized (but always brand-consistent) trainings to employees without having to even know their names.

And when the COVID pandemic hit, Shell was able to use WorkJam to deliver as-it-happens trainings in response to new regulatory requirements, making sure all employees had the resources and knowledge they needed to stay safe - and keep customers safe.

## **Target Australia**

Target Australia found that departments within their store were siloed, making for a very inflexible workforce and difficulty covering shifts. One department would be overwhelmed while other departments were twiddling their thumbs. By implementing WorkJam and creating on-demand trainings via micro learnings and badges, Target Australia gained agile staff that could easily be deployed in various departments based on demand. Less hiring was necessary due to the larger available labor pool, and employees enjoyed the opportunity to explore working in different departments, growing their skills and broadening their career prospects.

## **A Better Training Model, a Better Platform**

Traditional training models ignore not only how people learn, but how they work. Additionally, these models do little to enhance overall operational effectiveness or efficiency.

Fortunately, companies are beginning to recognize that learning takes place not only in the fluorescent-lit conference room, but on the floor, and among coworkers. And they're recognizing that by training people in short bursts, followed by testing and then task evaluation, they can vastly improve skill improvement and knowledge

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retention.

Companies can achieve incredible results by implementing a training model that includes microlearning, active learning, community learning, and FUN. Delivering these trainings on a digital workplace platform makes learning easy and convenient.

However, the *right* digital workplace platform will elevate training out of its silo, making it an essential, living, breathing component of how employees work - and how they engage with your organization.

**Learn more about how trainings and assessments work on the WorkJam platform: download our data sheet now!**



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*For more information on WorkJam and how we can help you unleash the potential of your workforce, contact us today at [sales@workjam.com](mailto:sales@workjam.com)*

Request a Demo

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## SOURCES

- 1 <https://www.cdc.gov/covid-data-tracker/#cases>
- 2 <https://www.cnn.com/2020/08/20/health/us-coronavirus-thursday/index.html>
- 3 <https://www.usatoday.com/storytelling/coronavirus-reopening-america-map/>
- 4 [https://www.accenture.com/\\_acnmedia/PDF-126/Accenture-COVID-19-Retail-Consumer-Research-Wave-Four-POV.pdf](https://www.accenture.com/_acnmedia/PDF-126/Accenture-COVID-19-Retail-Consumer-Research-Wave-Four-POV.pdf)