

BrainShift

change your frequency

What is BrainShift?

BrainShift introduces *Dilemma-Based Learning™*, a radically-new approach to e-learning that helps users understand and navigate real-life dilemmas. BrainShift combines traditional e-learning methods such as the case study method with smart games, moderated chat rooms, and Think Tanks—a powerful combination that brings entertainment to the learning process.

Like a go-cart track for the Web-savvy learner, BrainShift puts users in the driver's seat, their hands on the wheel and smack into situations that force them to negotiate a complicated terrain made up of gray areas, ethical choices, delayed feedback, and unintended consequences. When life gets complex and standard formulas fail, it helps to know how the system works.

di·lem·ma

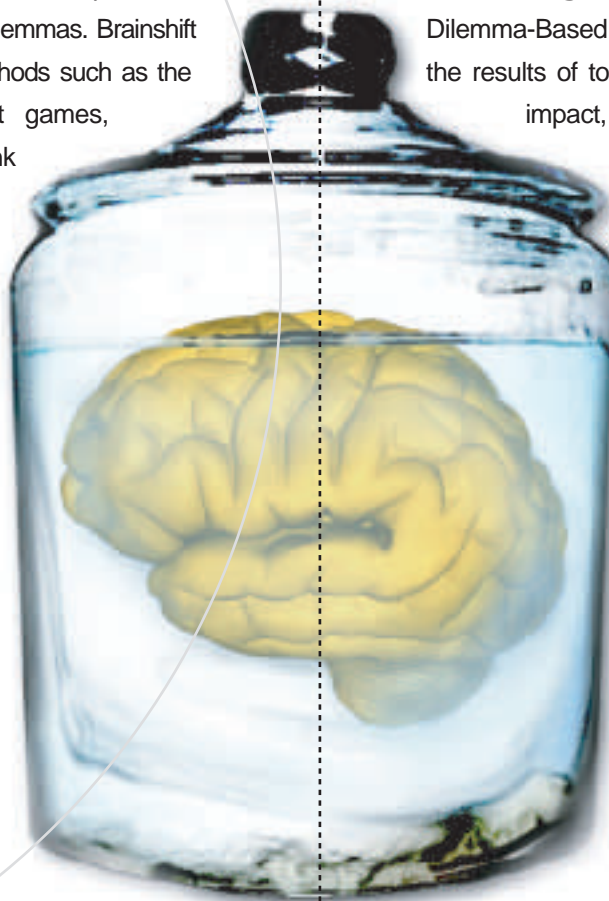
A situation involving two or more equally conclusive alternatives.

How can Dilemma-Based Learning™ help?

Dilemma-Based Learning gives users the tools to "see" the results of today's decisions so they can "feel" the impact, and try out a variety of scenarios. By allowing people to project themselves into the future and understand how the system works, BrainShift helps them to work through their own dilemmas. They get a clearer picture of what the future might hold, and as a result are more inclined to take purposeful and appropriate action.

"If life on earth is governed by the natural laws of living systems, then a successful participant should learn the rules."

Stephen Haines,
Centre for Strategic Management



BrainShift uses four tools to engage its users...

BrainShift dilemmas are chosen by its corporate customers for their relevancy to complex and costly situations that are difficult for people to comprehend intuitively but often make the difference between success and failure in the real world. Dilemmas range from the complexities of network implementation, to the impact of blame on team productivity, to the consequences of environmental "fixes."



make the difference between success and failure in the working world.

Chat Rooms

BrainShift chat rooms are online learning laboratories. Users can connect with people from different departments, organizations, regions, or cultures who have similar dilemmas, while talented moderators

keep the conversation going--establishing protocol, maintaining focus, offering insight, and tracking progress.

Think Tanks

Think tanks, where the real paradigm shifting happens, are about investigation-based learning, inventing new ways of thinking online.

BrainShift offers all of the advantages of Web-based training and promotion--access on demand, wide distribution from a single point of origin, low development cost, no travel. But like online games and chats, Dilemma-based Learning has the potential to become habit-forming--with better decisions, smarter customers, and more engaged workers as the outcome.

Stories

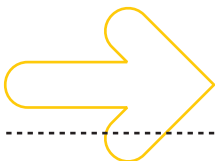
Each dilemma includes entertaining stories of real people who have struggled to understand the forces at play in their lives and organizations and have taken risks to change appropriately. This is the stuff that fuels television drama, comedy, and bestsellers on the New York Times list.

Games

Games with all of the extrinsic rewards of popular video games--animation, audio, prizes--challenge users to earn points by balancing the trade-offs between short-term rewards and long-term results that often

How is BrainShift different?

The first wave of e-learning has greatly improved the reach of education and training while dramatically reducing costs. It has also replicated the weaknesses of traditional teaching, relying largely on text and images to convey information unilaterally from expert source to learner--a model that educators know has flaws. Industry leaders are already calling for a new breed of e-learning, one that uses simulations and games to increase learner engagement, peer-to-peer knowledge sharing, and performance improvement around complexity. BrainShift's new breed of e-learning begins like traditional learning with expert information that addresses high-leverage issues called "dilemmas." It transforms the information into multiple formats that make the learning engaging and are geared to a variety of learning styles. Instead of simply posting expert information, BrainShift creates an interactive environment that communicates the feel of complex situations in an interesting and amusing format. BrainShift dilemmas place the focus on users, challenging them to learn from the results of their actions and to enter into discussions with peers to deepen the meaning of their models.





What are the benefits?

BrainShift's approach to e-learning keeps corporations ahead of the pack:

> User focus:

BrainShift's dilemmas are designed in cooperation with customer focus groups so that they are squarely on target. BrainShift keeps content new and fresh through regular assessment of audience interest, contributions from users, and updates from subject matter experts.

> **Effective learning:** BrainShift content, chosen for its relevancy to business needs, is solidly grounded in learning principles. Extrinsic motivation is high thanks to games that are creative and fun, cases that are engaging. Active user participation, stories, and engaging game characters insure high retention.

> **Performance tracking:** BrainShift takes performance tracking seriously, using business measures defined by the customer to track return on investment. BrainShift provides customers a password-protected project area that includes custom reports of statistics, express notification of firecracker and goldmine items, and anecdotes describing user perceptions of products and policies.



> **Smart games:** BrainShift's games and simulations are designed by the best game developers with input from the customer's subject matter experts, and BrainShift's own expert consultants in system dynamics, action science, and scenario planning.

> **Corporate communities with "glue":** BrainShift's experts in virtual community help customers plan, seed, and grow strong peer-to-peer relationships, where users can share knowledge around high-leverage customer issues.

> **Strategic promotion:** BrainShift's dilemmas have the look and feel of the customer Web site and they reinforce corporate messages. BrainShift dilemmas can be used like collateral to promote the organization internally and externally as young, creative, and in touch with what matters.



An Example

Stan is a Project Manager in a software development organization. He knows that he can motivate his team if he goes to bat for them and wins the best projects. But to get the good projects, Stan has to over-promise on delivery dates and deliverables.

Naturally, the other project managers do the same. The result is a bidding war. If Stan wins the war, he has a dilemma since he cannot possibly deliver on what he promised. Missed targets make Sales unhappy and they add to Development's reputation for being unreliable.

A traditional approach to dealing with Stan's dilemma is to present information extolling the dangers of over-promising. In principle, Stan reads, reflects on the material, and changes his behavior. But the traditional model has serious flaws. For one, unless Stan's reading is reinforced in meaningful ways, he will quickly forget what he has learned. More importantly, Stan already knows about the dangers of over-promising. In his mind, if the other managers hadn't over-promised, he would be all set!

Dilemma-Based Learning helps people like Stan visualize the mental models at play by giving them a sense how variables in the system are related, their relative importance, and the impact of time delays on decisions.

BrainShift: A new breed of e-learning

Is your company currently using e-learning to strategic advantage?

In the new economy, every strategic advantage is important; competition for employees, customers, and any number of resources is serious business. BrainShift provides its customers with "collateral" to identify themselves as cutting edge, in touch with what matters and interested in the welfare of their audience. Dilemma-Based Learning delivers a stronger, more positive impression than traditional Web-based promotion--at a lower cost. The more time a user is engaged in a customer-branded dilemma, the more comfortable he or she will be with the company's message.

Is your company's e-learning habit-forming?

Learning can be highly motivating, even habit-forming, when it addresses a learner's intrinsic and extrinsic motivations. BrainShift increases extrinsic motivation using games that are competitive, prizes that are linked to performance, and stories that are entertaining. Intrinsic motivation is high thanks to content that is driven by users and dilemmas that are relevant to their lives and work. This combination of strategies enhances and reinforces the learning experience.

What is your organization doing about tacit knowledge?

Tacit knowledge is knowledge that exists in people's heads--experiential, instinctive, and undocumented. It represents the most strategically valuable knowledge available to organizations--up to 70 percent of the total. BrainShift Think Tanks give employees and customers a currency for tacit knowledge-sharing, a way to externalize know-how, ideals, and values in highly visual and interactive games.

What kind of glue do you use in your online communities?

Online communities are more likely to thrive when users actively contribute to content--especially when there is "glue" that keeps its members together. BrainShift helps its customers seed and grow

communities using a "super-glue", that is, through use of high-leverage and culturally-relevant dilemmas that better engage users in the learning and communication process.

What images do you create for your users?

People learn more quickly and remember longer when information is conveyed in stories, especially stories that contain images. BrainShift engages users with real-life stories and interactive games. Unlike games for entertainment, BrainShift content is grounded in reality, systems thinking methodology, and investigation-based learning. Such learning delivery, although solidly grounded in educational research, is still not being practiced effectively in web-based training.

Are you in touch with your [customers'/employees'] deepest thoughts?

Screen names allow users to remain anonymous and be judged for their thoughts rather than age, title, or skin color--a distinct advantage in peer-to-peer exchanges. BrainShift provides employees and consumers a safe environment to share perceptions around high stakes dilemmas. Customer benefits include an online project reporting area that gains them entry to an anonymous back-room conversation with their workers and customers--a conversation about how the world works and what tips them emotionally.

Do your [employees/customers] get the big picture?

Innovation happens when committed people who are at the heart of the value-generating take on leadership roles. Leaders do better when they understand how distant events are related, the relative importance of competing priorities, and the long-term consequences of their actions. Dilemma-Based Learning is capable of broadening a potential leader's vision, identifying unproductive thinking and suggesting productive alternatives that can alter perspectives and get an individual or organization to its goals more quickly and at less cost.

Unlike traditional training resources, knowledge doesn't get used up. The more it is shared, the more it grows.

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