HOW TO CREATE AN L&D STRATEGY FROM SCRATCH

Free online course: Lesson 3 out of 5

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Creating L&D Goals and Metrics

""If you can't measure it, you can't improve it."

Peter Drucker



Our journey together

Get started with your L&D strategy

Understanding Business Strategy, Needs and Constraints

LESSON 1

LESSON 2

LESSON 3



Creating L&D goals and metrics

Learning journeys: how to design them?

Designing your L&D roadmap

LESSON 4

LESSON 5





Why is it so hard to track L&D goals and metrics?



What are you going to learn in this lesson

How can we measure impact?

How to win over executive leadership with data?





What can you expect from taking this lesson?

10% Education



Step 1:

Watch the videos to learn!

Part 1: "Common challenges that L&D practitioners face when trying to track L&D goals and metrics"

Part 2: "How to evaluate the impact of an L&D intervention"

Part 3: "How to win over your c-suite with data"

Download the step by step guide and complete the post lesson activity

Post Lesson Activity: Measuring Impact for an L&D Intervention

70% Experience

20% Collaboration



Step 2:



Step 3:

Move to the **next lesson**!







Only 36% of L&D Practitioners evaluate learning interventions using specific business metrics

CIPD (2019) Professionalising Learning and Development Report LEO & Watershed (2020) Five Years of Measuring the Business Impact of Learning

Challenges with	Measuring	Winning ov
Measurement	Impact	the C-Sui

94.9%

of L&D Practitioners surveyed want to measure the business impact of learning programs

BUT

Only 22% of L&D Practitioners are actively improving the way they gather and analyse learning impact data







Metrics matter...

High performing organisations are **4x more likely** than the average to use learning analytics to shape L&D strategy

60% of L&D departments agree that they feel executive pressure to measure learning's impact up from 35% five years ago

CIPD (2019) Professionalising Learning and Development Report LEO & Watershed (2020) Five Years of Measuring the Business Impact of Learning

Challenges with	Measuring
Measurement	Impact

Winning over the C-Suite







Why is it so hard to track L&D goals and metrics?





Competing Priorities

(32.5%)

Don't know how to start

(16.4%)

LEO & Watershed (2020) Five Years of Measuring the Business Impact of Learning

Challenges with Measurement

Measuring Impact

Winning over the C-Suite

Key blockers to start:



No access to the data

(13.2%)





Why is it so hard to track L&D goals and metrics? How can we measure impact?

How to win over executive leadership with data?





A

Of a single intervention



Challenges with	
Measurement	

Measuring Impact

Winning over the C-Suite

How can we measure impact?



Of your L&D strategy







Measuring Impact on an Intervention Level







Challenges with Measuring Measurement Impact

Winning over the C-Suite





The Kirkpatrick Evaluation Model

Level 2

Level 1

REACTION

LEARNING

Challenges with Measurement

Measuring Impact Winning over the C-Suite







The Kirkpatrick Evaluation Model

EXAMPLE:

EVALUATING A SALES TRAINING TO CONSULT CUSTOMERS ON BUYING ERGONOMIC OFFICE CHAIRS

Level 2

LEARNING

Level 1

REACTION

Method:

Post training survey E.g. satisfaction, NPS, perceived learning etc.

Method:

Post training skill assessment of sales skills taught E.g. observed roleplay on how consult a customer

Winning over the C-Suite

Level 3

TRANSFER

Level 4

RESULTS

Method:

Follow-Up Manager survey E.g. measure perceived application of consultation skills learnt (after 3 months)

Method:

Tracking Business Metrics E.g. Track the ergonomic office chair sales records of trained individuals





Level 1

REACTION

Why measure?

- Understand learner engagement
- Track internal customer satisfaction

Method: Survey/Interview Data

E.g. Please rate on a scale of 1 (strongly disagree) to 5 (strongly agree)

- I found the course materials easy to navigate
- I will be able to immediately apply what I learned
- My learning was enhanced by the facilitator
- I will recommend this course to others (NPS)





Level 1

REACTION

Level 2

LEARNING

Why measure?

• Track acquisition of new knowledge

Challenges with Measuring Winning over Measurement Impact the C-Suite **DEEP DIVE** Level 4 RESULTS Level 3 TRANSFER How to measure? Method: Assessments • Recall quizzes • Understanding quizzes • Situational Application (e.g. case studies) • Observed application (e.g. roleplays, job shadowing etc.) • Self-reflection exercises







Challenges with	Measuring	Winning o
Measurement	Impact	the C-Sui

DEEP DIVE

Level 3

TRANSFER

How to measure?

Method: Evaluation Options

- 360s
- Self report "I use the skills taught in my day to day work"
- Manager report/interview
- Praise/recognition badges
- Pulse feedback on specific questions

Requirements

- Longer timeframes (transfer evaluation starts >3months)
- Commitment from stakeholders (e.g. participants, participant's manager, team leads etc.)

Level 4

RESULTS







Challenges with	Measuring	Winning
Measurement	Impact	the C-S

DEEP DIVE

Level 4

RESULTS

Impact vs Business Results

How to measure?

Requirements

- Clear target business metric(s) or desired impact
- Control group/condition







Challenges with	Measuring	Winning o
Measurement	Impact	the C-Sui

DEEP DIVE

Level 4

RESULTS

How to measure?

IMPACT OF THE INTERVENTION

Impact (after 6 months) Employee self evaluation score for rate of growth in role

Business Results (after 6 months)

A report on amount saved from elimination of waste





ACTION TIME It's time to develop some metrics for your L&D interventions!

Check out our downloadable step by step guide to "Measuring Impact for an L&D Intervention"

Challenges with	Measuring
Measurement	Impact

Winning over the C-Suite





Measuring Impact of your L&D Strategy



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Measurement	Impact	the









Measuring Impact of your L&D Strategy

Strategic Alignment





Challenges with	Measuring
Measurement	Impact

Winning over the C-Suite



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Quick Recap: What is the purpose of an L&D strategy?

Business Strategy

"What we believe we should do to achieve our goals"

MAKES POSSIBLE

"How can we build the capabilities of our people so that they can deliver on business and operational priorities?"

Challenges with Measurement

Measuring Impact

Winning over the C-Suite

Operational Strategy

"How we are going to do what we believe we should do"

L&D Strategy





Strategic Alignment

"How well does the learning strategy support the organisation's desired business and people outcomes?"



- Turnover rate





• Employee engagement

• NPS for the company

• Summation of impact from all initiatives



For focus business areas identified in the L&D strategy:

"How well did L&D equip our people with the capabilities to deliver on business outcomes?"

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Why is it so hard to track L&D goals and metrics?

How can we measure impact?

How to win over executive leadership with data?





How to win over executive leadership with data?



STEP 1

Ask yourself: "Am I solving a problem worth solving for the business?"

STEP 2

Start from business goals and link your metrics and data to those goals



Winning over the C-Suite

STEP 3

Use a combination of qualitative and quantitative data to communicate impact

STEP 4

Ensure to open your pitch by first communicating the results of your L&D interventions







"What are you hoping to achieve by investing in this L&D strategy?"



"What do you need to see that will tell you that this investment has been worth it?"



"How will you know that the increase in performance is related to the L&D initiative?"

Challenges with	Measuring	Winning ov
Measurement	Impact	the C-Suit

Magic questions





Post Lesson Activity Summary

Measuring Impact for an L&D Intervention





Activity









