



Measurement Services Showcase

Prove and Improve
the Impact of Learning

September 19, 2023

Introductions

Working with you side-by-side, every day



Bonnie Beresford

Senior Director,
Performance and
Learning Analytics,



Peggy Durbin

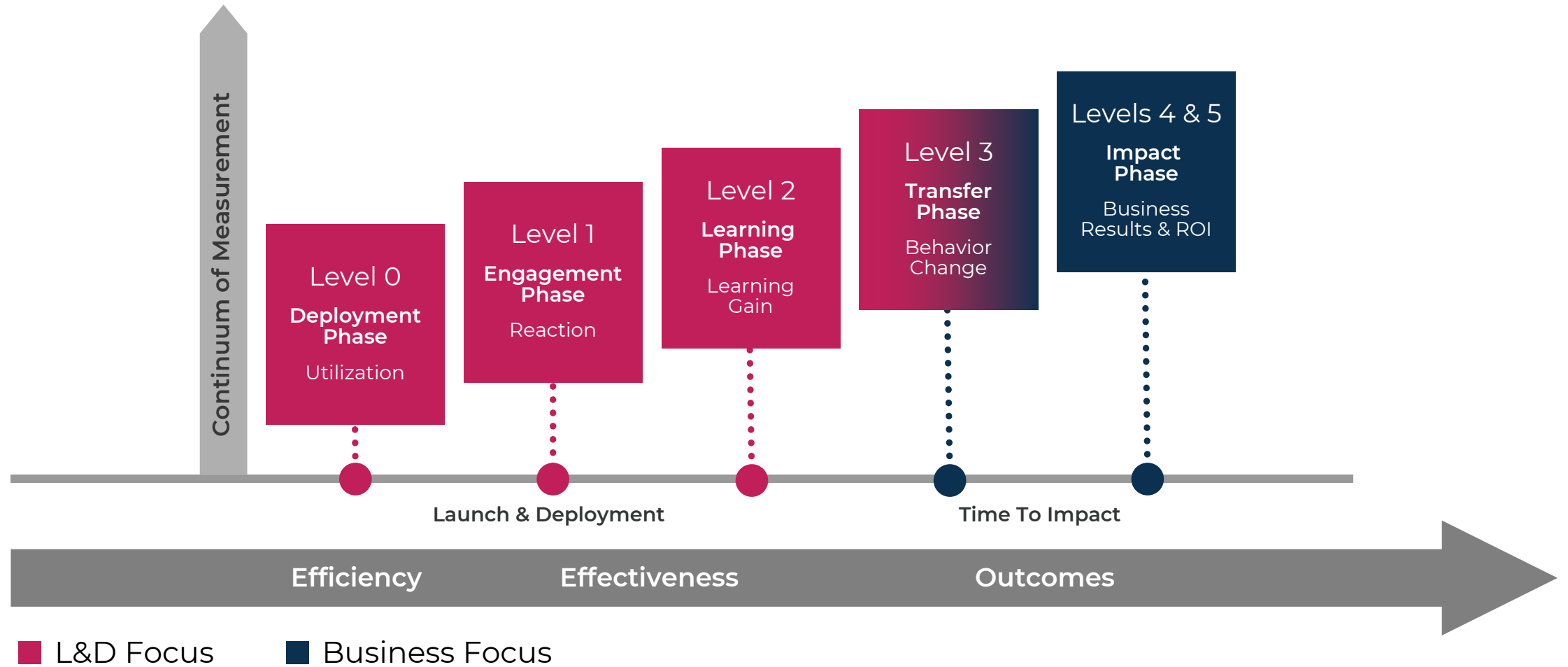
Strategic Learning
Consultant

Measurement has been elusive for L&D

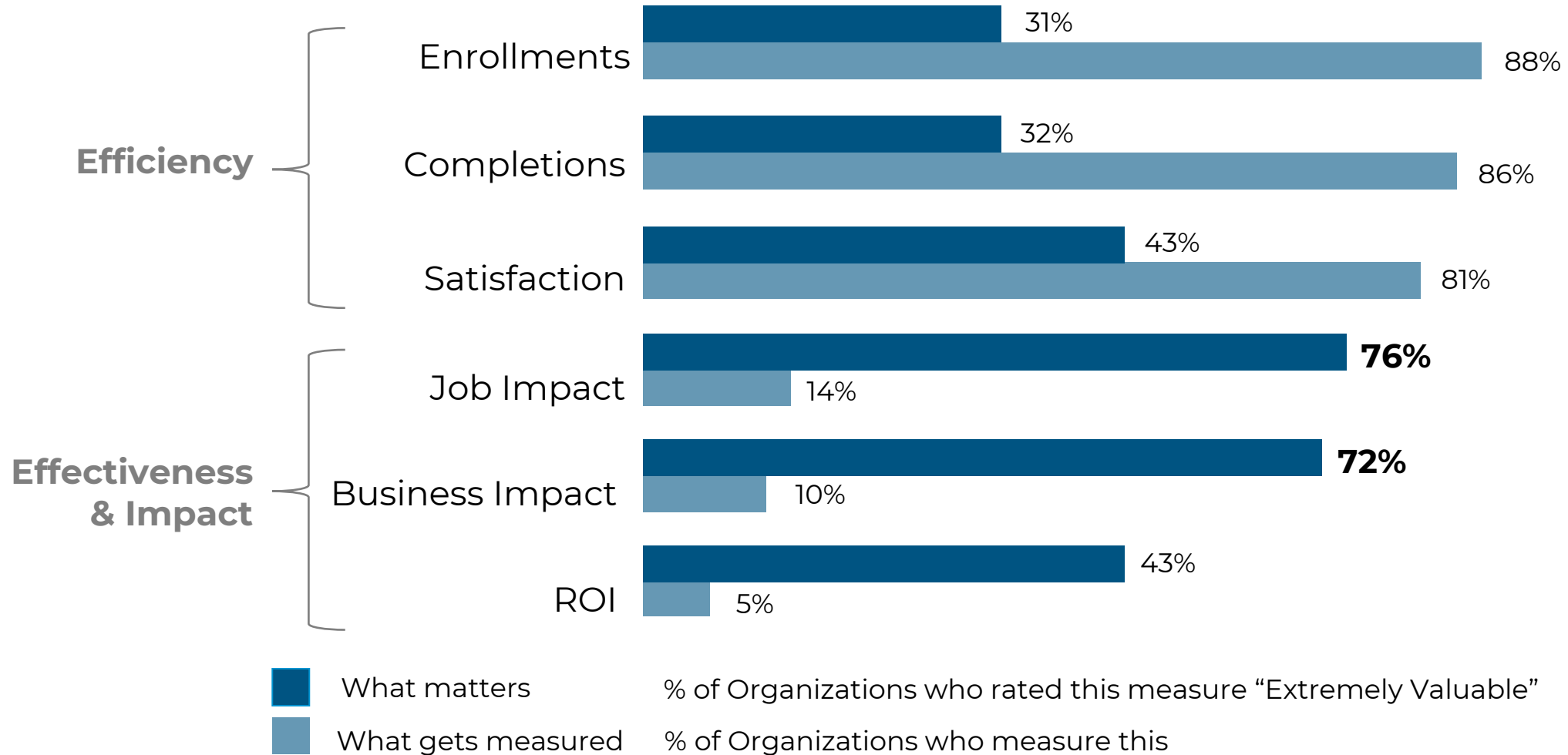
It's not a core competency for most organizations.



A Measurement Framework



Learning measurement in practice



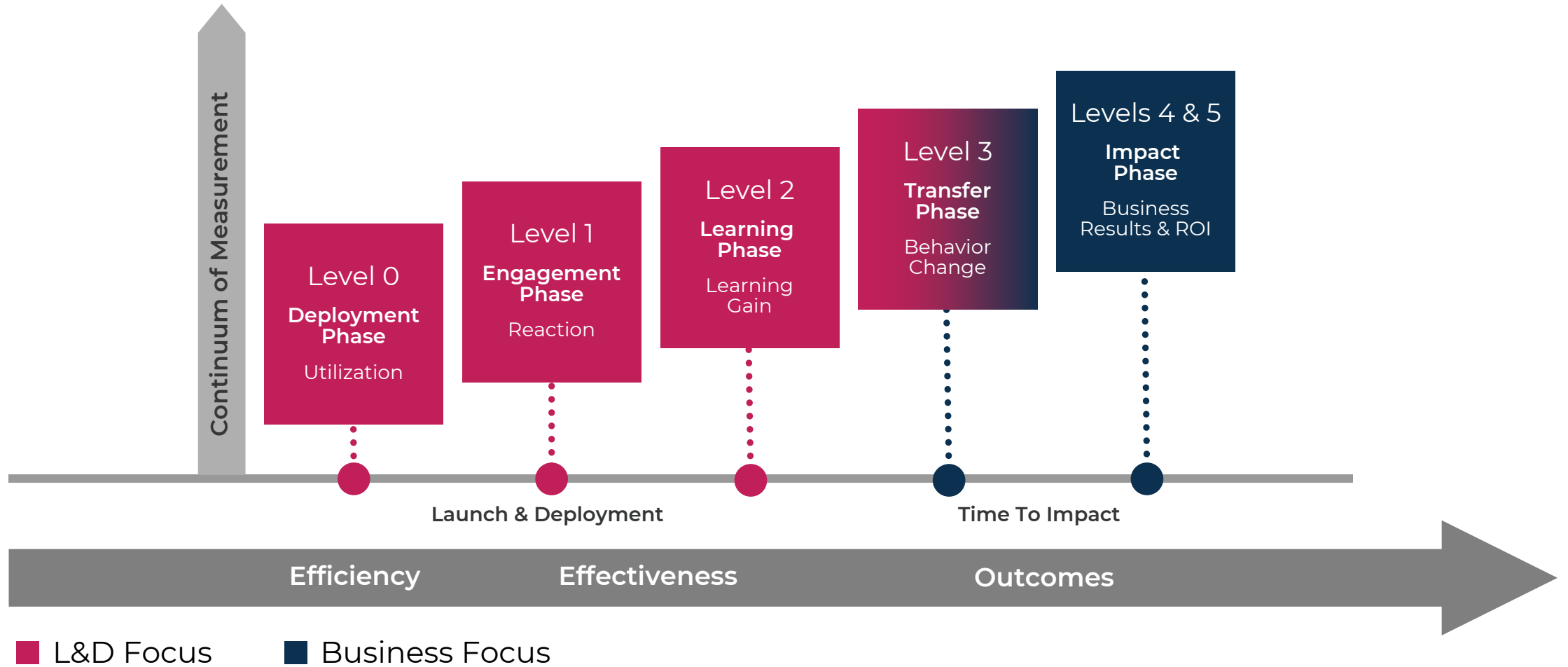
Source: Bersin & Associates



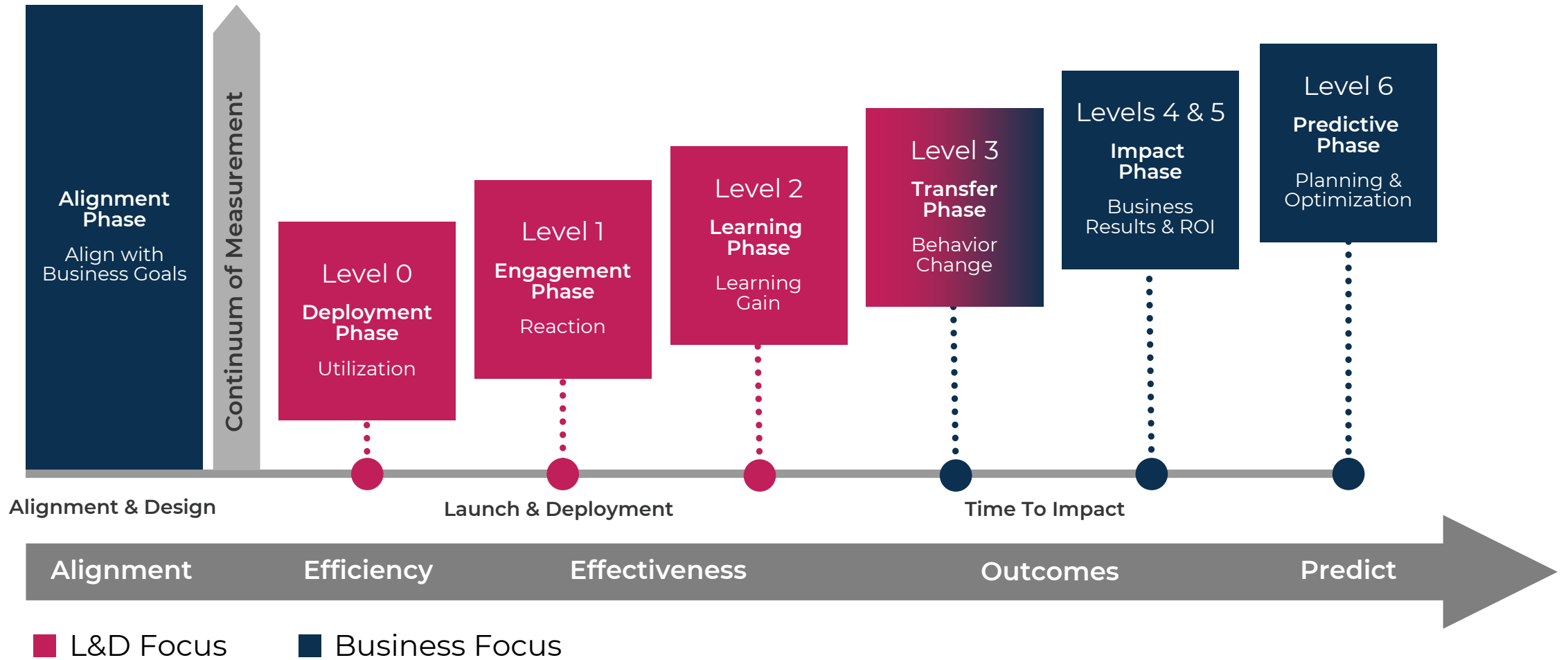
The Alignment Challenge



A Measurement Framework

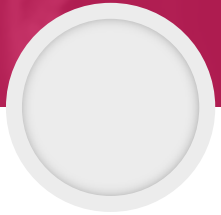


An Expanded Measurement Framework

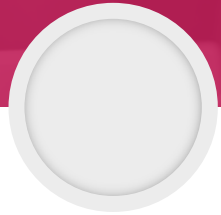


Poll

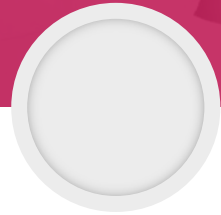
What are your biggest challenges with measurement?



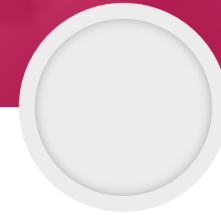
**Lack of
data**



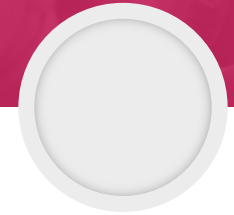
**Unsure of
what to
measure**



**Unsure of
how to
measure**

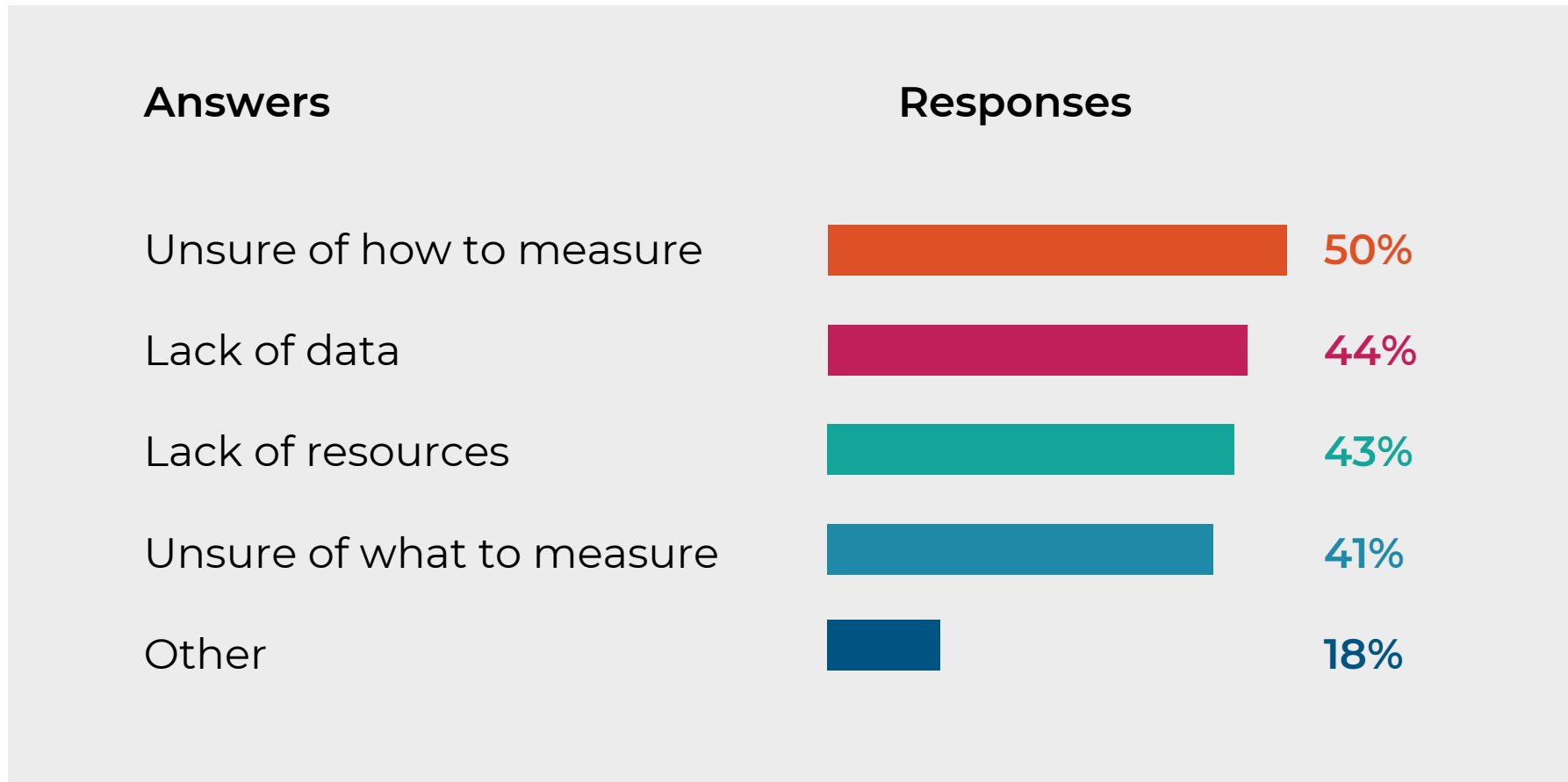


**Lack of
resources**



Other

Why do we struggle with measuring impact?



Measurement & Analytics Services

**Measure the Business
Impact of Learning**
initiative-specific



**Organizational
Measurement Strategy**
holistic strategy



**Analytics &
Insights**
subscription & service options



**The Measurement
Academy**
curricula





I don't know what to measure
or even where to begin.

I don't have access to the data I need.

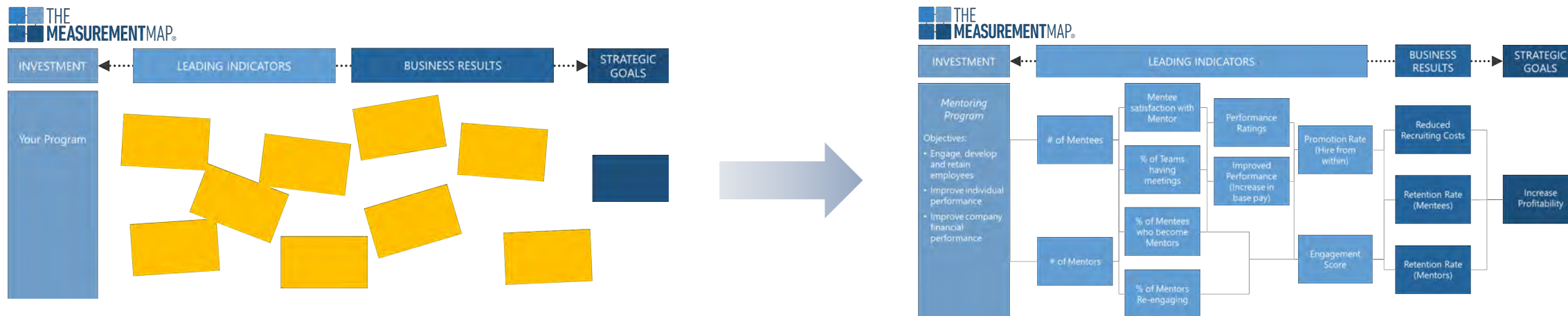
No one on my team
has analytics capabilities.

The only thing we're tracking are
completions and smile-sheets.



Measure the Business Impact of Learning

Using a Measurement Map[®] to build ALIGNMENT right from the start



Connecting the dots to illustrate the Causal Chain of Evidence

Gain a common understanding of:

- The business problem
- Program goals and expectations
- What success would look like



In order to:

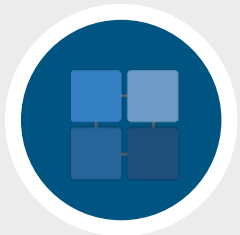
- Align all stakeholders on success metrics
- Frame up a credible Measurement Plan
- Create joint ownership of the results

Measure the Business Impact of Learning



How organizations use the Measurement Map[®]

1. Illustrate **alignment** to **define desired outcomes** for an existing or new initiative
2. Track basic leading indicators to gauge **application of new skills / behaviors**
3. Monitor **trending** of key **business impact** metrics
4. Conduct full **business impact** study (causal analysis)



Measurement Mapping

Develop a Measurement Map



Impact Study Design

Develop a plan to measure what's on the Map



Initiative-Specific Dashboard

Integrate your data sources to visualize and trend results in a dashboard



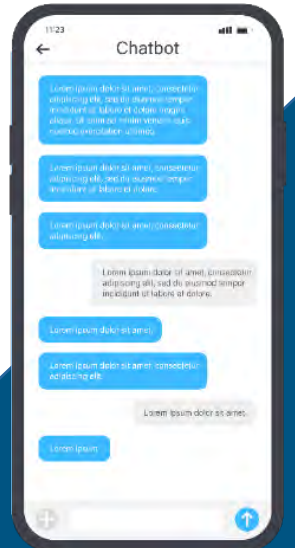
Business Impact Study

Conduct a causal analysis using descriptive and inferential statistics



Use the Measurement Map to measure the impact of ...

- Recruiting
- Onboarding/New Hire Orientation
- Mentoring
- Sales Training
- Safety Training
- Leadership Development
- Performance Management Systems
- Incentive Programs
- Skilled Trades Training
- Customer Service Training
- Credit Collection Agent Training
- Trainer Upskilling
- Technology Adoption
 - Augmented / Virtual Reality
 - Chatbots
 - LXPs



CHIEF LEARNING OFFICER®
LEARNING IN PRACTICE
AWARDS



But what about
measurement beyond
just a project?





My organization **has no measurement standards.**

We need a measurement strategy that will help us **consistently** and **sustainably** evaluate the overall impact and effectiveness of our programs.

I've been told to **run my L&D team like a business** to prove its value.

I'm not sure what **measurement capabilities** we have, let alone, what we need.

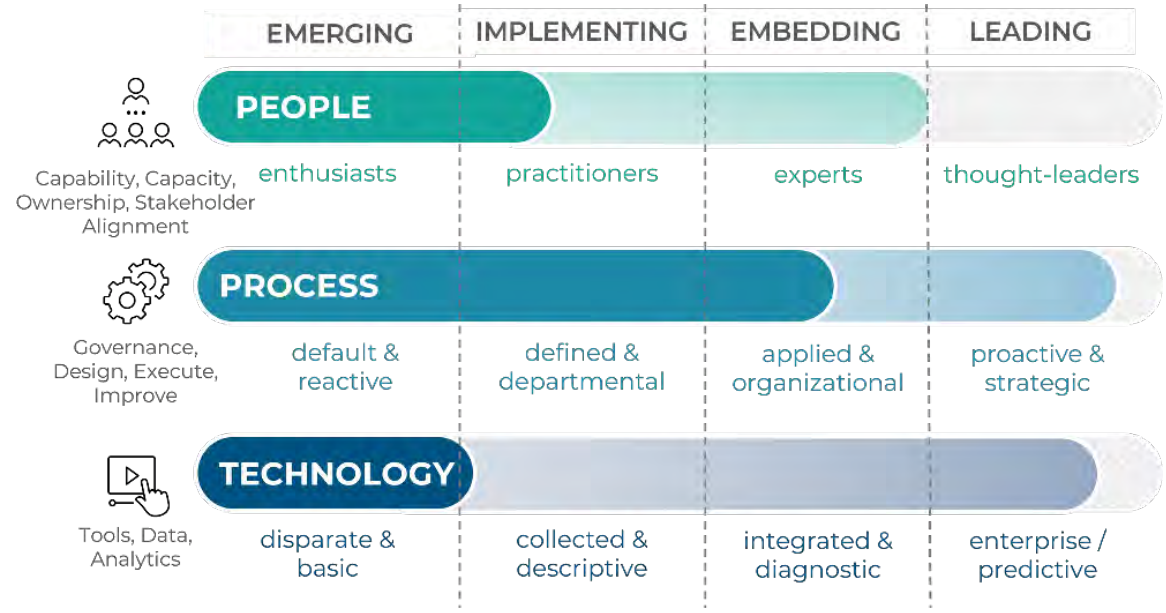




Our team of measurement experts guides you to ...

- Assess your organization's current state of **measurement maturity**.
- Gain internal alignment on **what is realistic for your organization** and what it is capable of measuring.
- **Prioritize** your organization's measurement ambitions.

Measurement Maturity Assessment



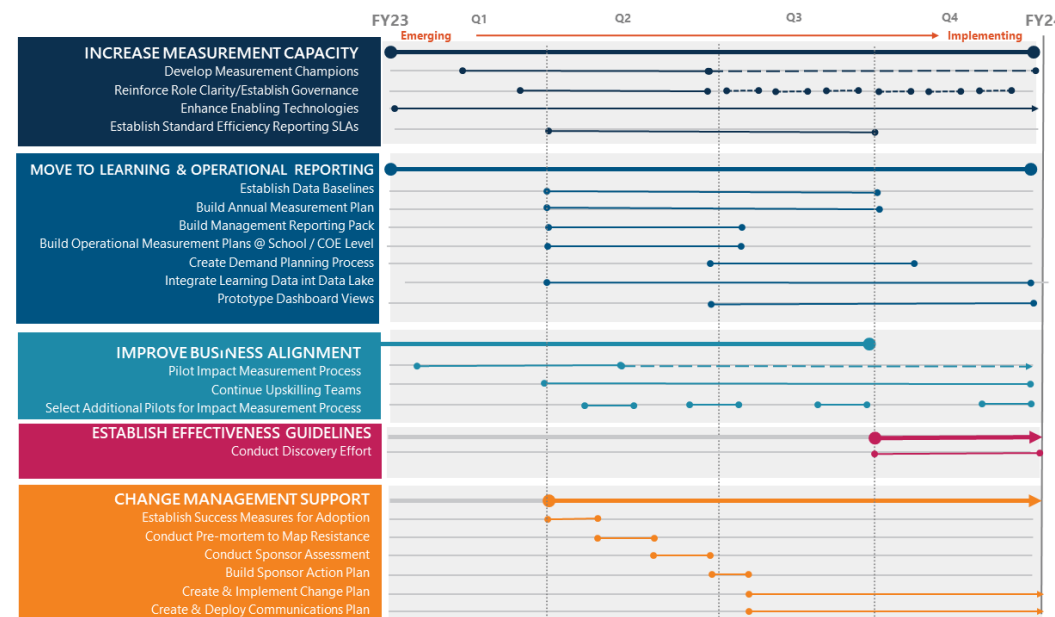
Find your north star for all measurement activities.



Our team of measurement experts guides you to ...

- Assess your organization's current state of **measurement maturity**.
- Gain internal alignment on **what is realistic for your organization** and what it is capable of measuring.
- **Prioritize** your organization's measurement ambitions.
- Establish a clear, **actionable plan**.

Strategic Roadmap




“From the outset, GP utilized their knowledge and experience to not only help us vocalize what we wanted to achieve, but also provide their own sizeable contribution and framework.

Without their guidance, we would not have been able to achieve the positive results and traction we achieved.”

- Manager of Global Learning Insight and Analytics

My challenge is with aggregating all the data ... and having some sort of sustainable measurement.

A decorative graphic consisting of five overlapping circles of varying sizes, located in the bottom right corner of the slide. The circles are a lighter shade of blue than the background.



We have a lot of learning and performance systems, which makes it difficult to report on the data and gather insights.

When management asks my L&D team for data, we either can't answer their questions, or it **takes too much time** for us to respond.

My team **doesn't have the bandwidth or skills** to do quality measurement.

We're **frustrated with our out-of-the-box reporting**, and its so time consuming to manually generate custom reports.





Analytics & Insights

Aggregate, cleanse, and visualize your data across your learning ecosystem.

Learning data



People data



Performance data



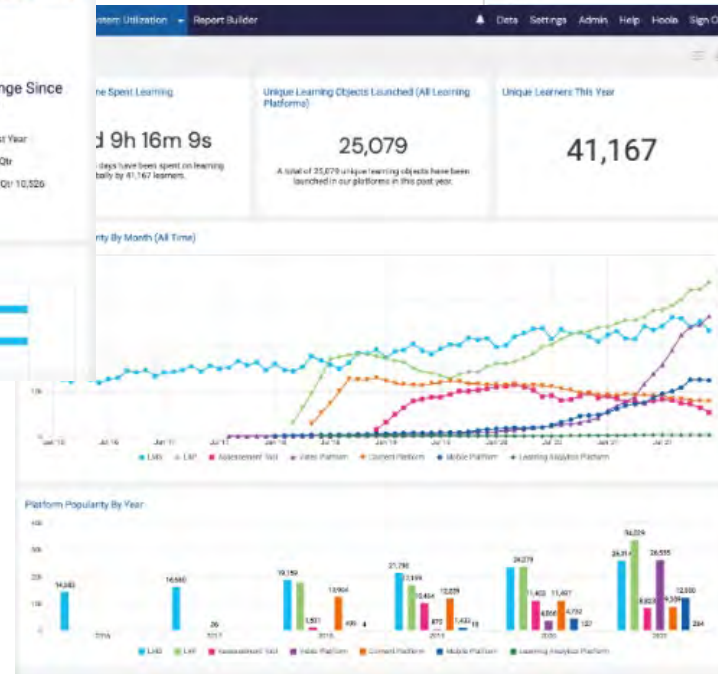
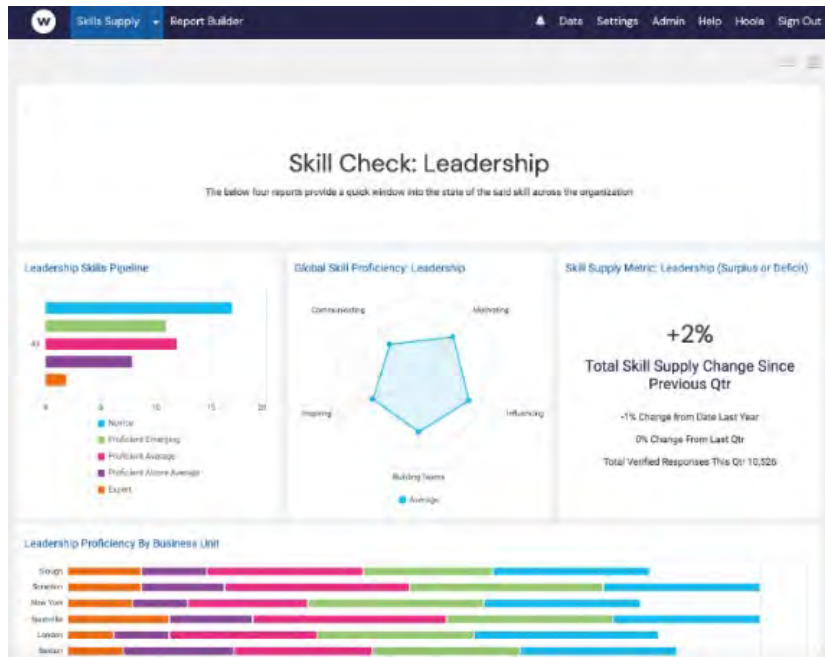
Business data



By automating the connection between all relevant data and developing a custom Human Capital Scorecard, you can **dig deep** to really **see what's working...**and **what's not.**



Our Platform or Yours



watershed



Power BI



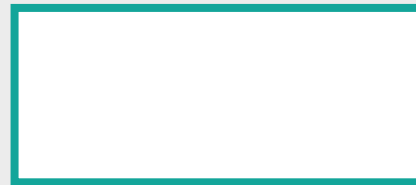
I really want to upskill my
team around measurement.



What do the numbers say?

99%

of learning leaders
want to measure
business impact.



believe it is possible.



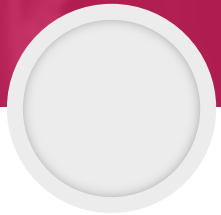
18%

consult with the wider
business so success can
be correlated with
business impact.

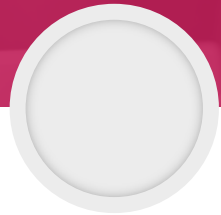
Watershed & GP Strategies, 2023

Poll

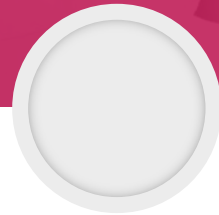
If 99% of learning leaders *want* to measure business impact but only 18% *actually consult* with the wider business so success can be correlated with business impact, what percentage of learning leaders believe it is even *possible* to measure business impact?



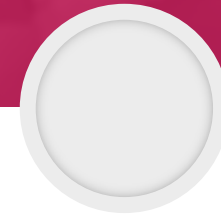
95%



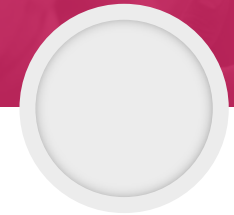
80%



75%



50%



30%

What do the numbers say?

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of learning leaders
want to measure
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95%

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18%

consult with the wider
business so success can
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Watershed & GP Strategies, 2023



A Blended Learning Journey

Your Assignment:
Sequence Sarah's investment, KPIs, and goal.

Using the sticky-notes provided, drag them into a sequence that represents a causal chain.

Hint: Start with the end in mind.
Based on the Goal, what indicator will help our swimmer achieve her goal?

Investment Leading Indicators Lagging Indicators (Business Results) Goal

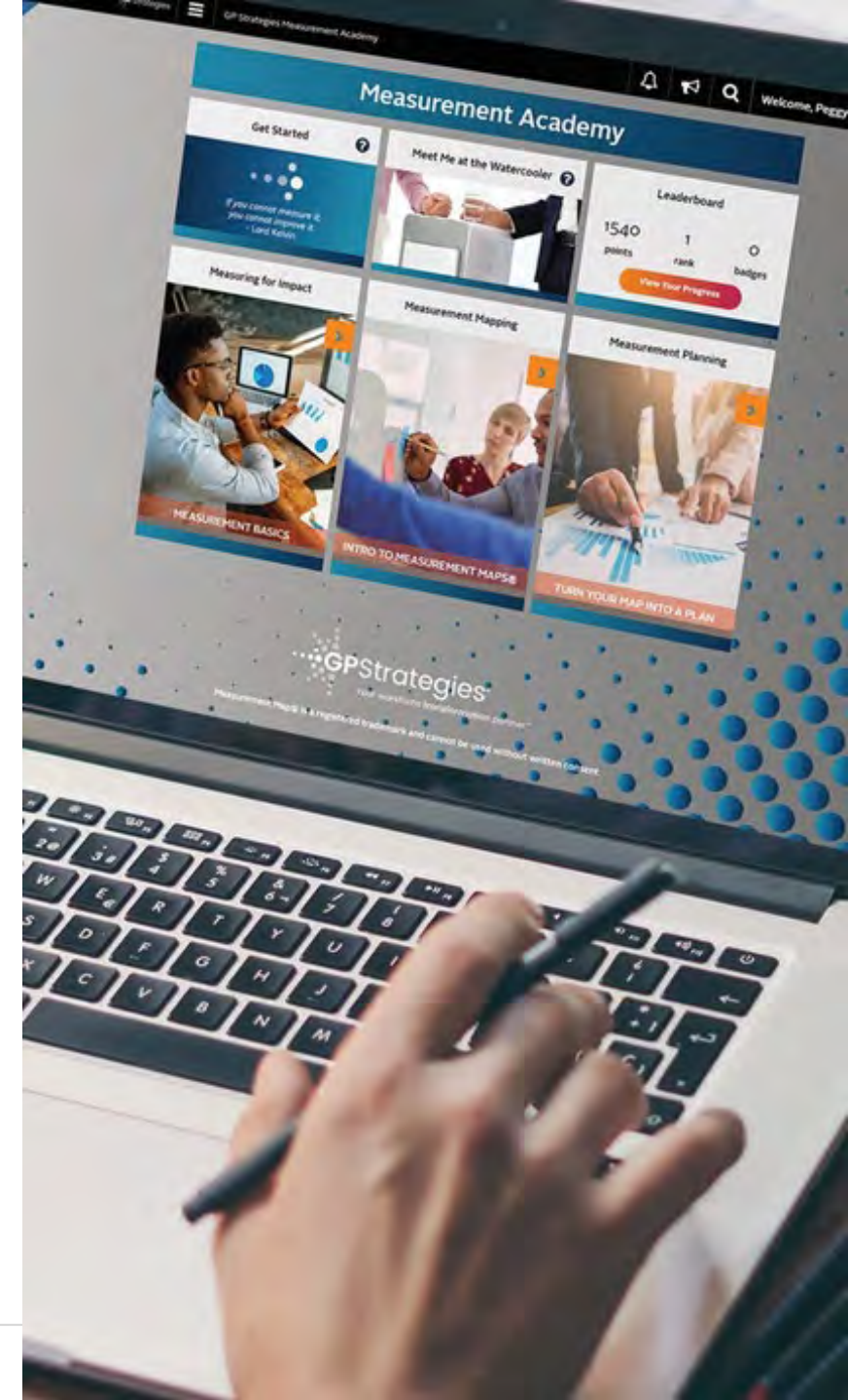
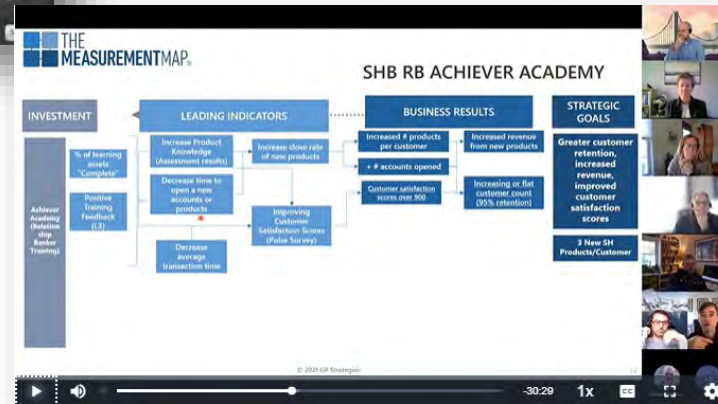
of breaths / lap Olympic Gold Medal Working heart rate Training Regimen 200m Freestyle time



Bonnie describes how a Measurement Mapping conversation can lead to the creation of a logic model that tells the story of how a learning investment (safety training in this example) connects to the company's strategic goal of earning a top industry safety rating.

Select **Play** to begin the video.

1 Like Bookmark Transcript





The Measurement Academy

We want you to love measurement as much as we do!

	What You'll Learn	Course Length	Pricing
Measure for Impact	<ul style="list-style-type: none">• Make a causal argument• Lead a Measurement Mapping session to conduct business alignment discussions with stakeholders• Develop credible, detailed Measurement Maps®	4 weeks	\$2,500 per person
Impact Study Design	<ul style="list-style-type: none">• Establish hypotheses and metrics• Determine study population, time parameters, and influencing variables• Identify the information needed to pull the data for analysis	2 weeks	\$1,250 per person
Applied Data Analytics	<ul style="list-style-type: none">• Conduct exploratory analyses using data from different sources• Identify key business metric trends and conduct correlation analysis• Tell the data's story in a way that resonates with the business	2 weeks	\$1,250 per person

Talk to us about running a private cohort for your organization



Measure for Impact

Join the upcoming class starting **November 8, 2023**

November				
		8 Start Strong Kick-off	9	10
13	14	15	16 Live Session	17
20	21	22	23	24
			Thanksgiving	
27	28	29	30 Live Session	1

December				
4	5	6	7 Live Session	8
11 Coaching Session	12	13	14 Final Session	15

Use the following code for a 10% discount on this class.

WEBINAR10

Measurement & Analytics Services



We work with you to analyze, optimize, prove, and improve the **impact** of learning.



We love
measurement
and look forward to
walking with you on
your measurement
journey ...



Our Award-Winning Process

Over 70 global clients have benefited from our services and learning our process.



GP Strategies –
A “Top 20 Assessment and Evaluation Company”
for three years running

Training Industry



25+ Brandon Hall awards



4 Chief Learning Officer “Learning in Practice – Business Impact” awards



Chief Learning Officer “Learning Elite” Gold



Training Industry “Training Top 125”



ATD “Excellence in Practice – Business Impact” award



Institute for Sales Excellence “Excellence in Sales Training”



Thank you

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