Measure
What Matters

Eileen Whitaker
We are talent development and change leaders. We help people adapt and perform.

Award-Winning Products and Services
“Not everything that counts can be counted, and not everything that can be counted counts.”

— Albert Einstein —

What types of learning programs do you offer?
What is the value of your learning programs?

Define Value
4 Key Assumptions

- Purpose
- Data
- Quality
- Effort

Value

<table>
<thead>
<tr>
<th>Quantity Trained</th>
<th>Drives Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Classes Offered</td>
<td>Solves Problems</td>
</tr>
<tr>
<td>Assessment Scores</td>
<td>Increases Adoption</td>
</tr>
<tr>
<td>“Smile Sheets”</td>
<td>Improves Efficiency</td>
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</tbody>
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What it is not

What it is
You can’t measure what matters until you know what matters.

Measure What Matters to Your Organization
To Determine What Matters to Your Organization, Consider:

- Mission
- Vision
- Values
- Goals

Common Reasons Organizations Invest in Learning Programs:

- Economic Pressure
- Client Service
- Technology Adoption
- Competitive Advantage
Align with Strategic Goals

Use Proven Techniques to Evaluate Learning Program Effectiveness
Kirkpatrick’s 4 Levels of Evaluation

Level 4: Results
To what degree did targeted outcomes occur, as a result of the learning experience and reinforcement?

Level 3: Behavior
To what degree did learners apply what they learned back on the job?

Level 2: Learning
To what degree did learners acquire intended skills based on participation in the learning experience?

Level 1: Reaction
To what degree did learners react favorably to the learning experience?
Level 4: Results
Did we achieve expected results?
*Measured business numbers*

Level 3: Behavior
Are people applying the skills?
*Changed behaviors & user adoption*

Level 2: Learning
How do we know they learned?
*Confirmed understanding*

Level 1: Reaction
Are they positive about the experience?
*Observed intent to apply*

What can we measure for each level? How?
Key Performance Indicator (KPI)

Which KPIs are you using for your learning programs?
Key Performance Indicators (KPI)

- User Adoption
- Calls to the Service Desk
- Staff Ratios
- Customer Satisfaction
- Time to Competency
- Training Cost per FTE
- % Training Channel Delivery
- L2 Resolution Speed/Quality
- Quality of Content/Delivery
- Document Health
- Compliance Training Hour per FTE
- % of Audit Plan Completed

KPIs are only as valuable as the action they inspire.
But, why?

9 Steps to Create Powerful KPQs

- Identify up to 3 for each strategic objective
- Make them performance related
- Engage your peers to co-creation
- Make them clear and concise
- State as open questions
- Focus on the present and future
- Seek continuous improvement
- Use KPQs to guide KPIs for relevant answers
- Use KPQs to challenge and refine KPIs
How to Define a KPI

- What is your desired outcome?
- Why does this outcome matter?
- How are you going to measure progress?
- How can you influence the outcome?
- Who is responsible for the business outcome?
- How will you know you’ve achieved your outcome?
- How often will you review progress towards the outcome?

Let’s Measure What Matters - Table Exercise -
Got questions?
Stay and chat or reach out to me on LinkedIn

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