SHATTERING
THE WAY WE THINK ABOUT
MEASUREMENT

JD Dillon

Chief Learning Architect

Axonify™

Disney amc KAPLAN LEARNGEEK

How am I doing?

Is it working?

What should I do next?

L&D must **improve our measurement practices** so we can help individuals and the organization answer 3 important questions?

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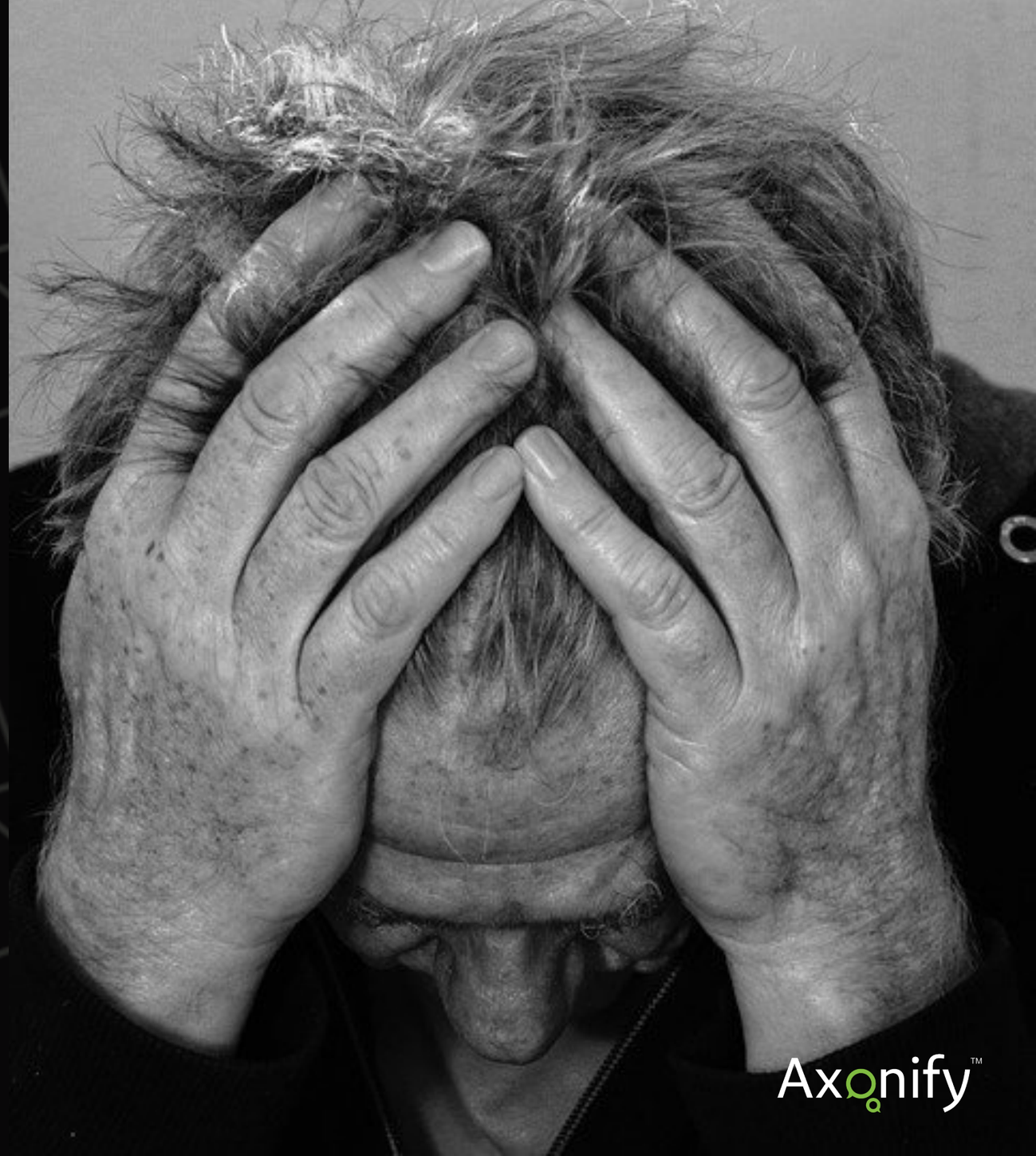
Why?

Justify your investments.

Keep pace with change.

Deliver proactive solutions.

Advance your practices.



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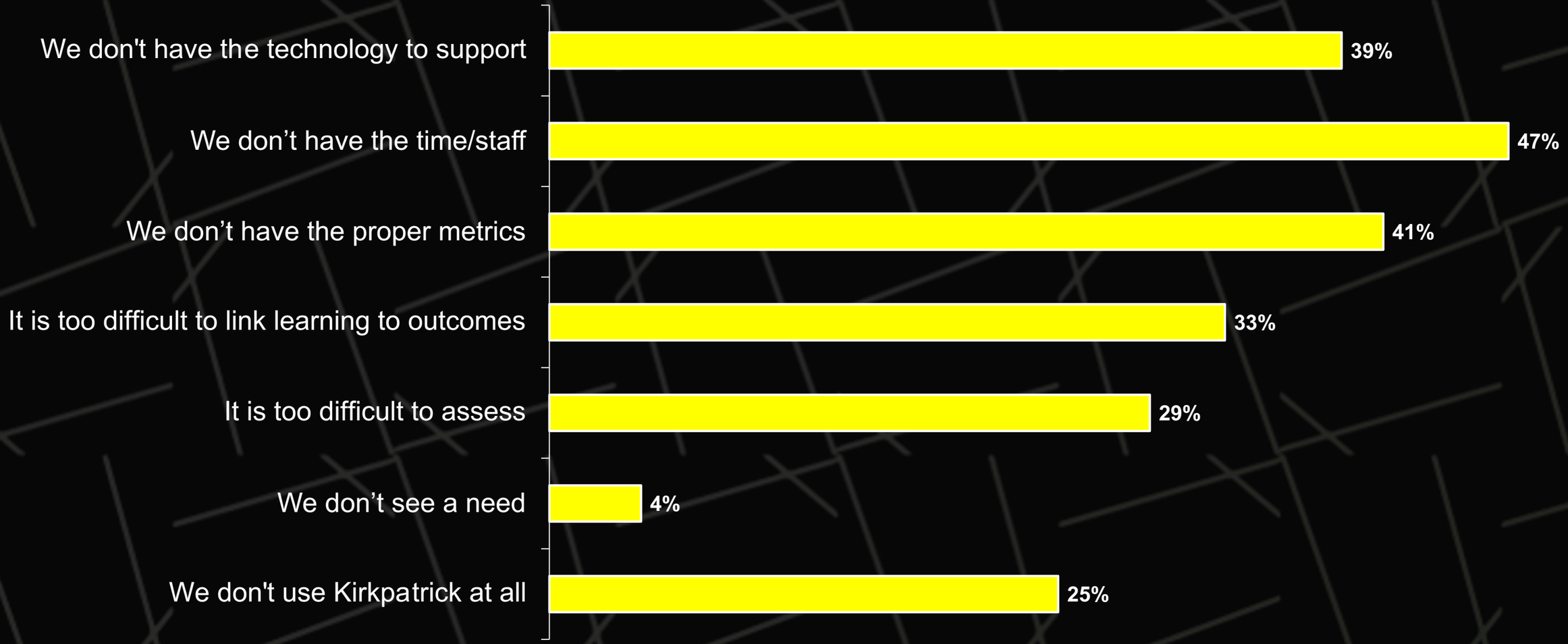
Traditional models fail because …



Brandon Hall Group | 2019 Learning Strategy Survey

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More than two-thirds (69%) of companies say that the inability to measure learning's impact represents a challenge to achieving critical learning outcomes.

Brandon Hall Group | 2019 Learning Strategy Survey

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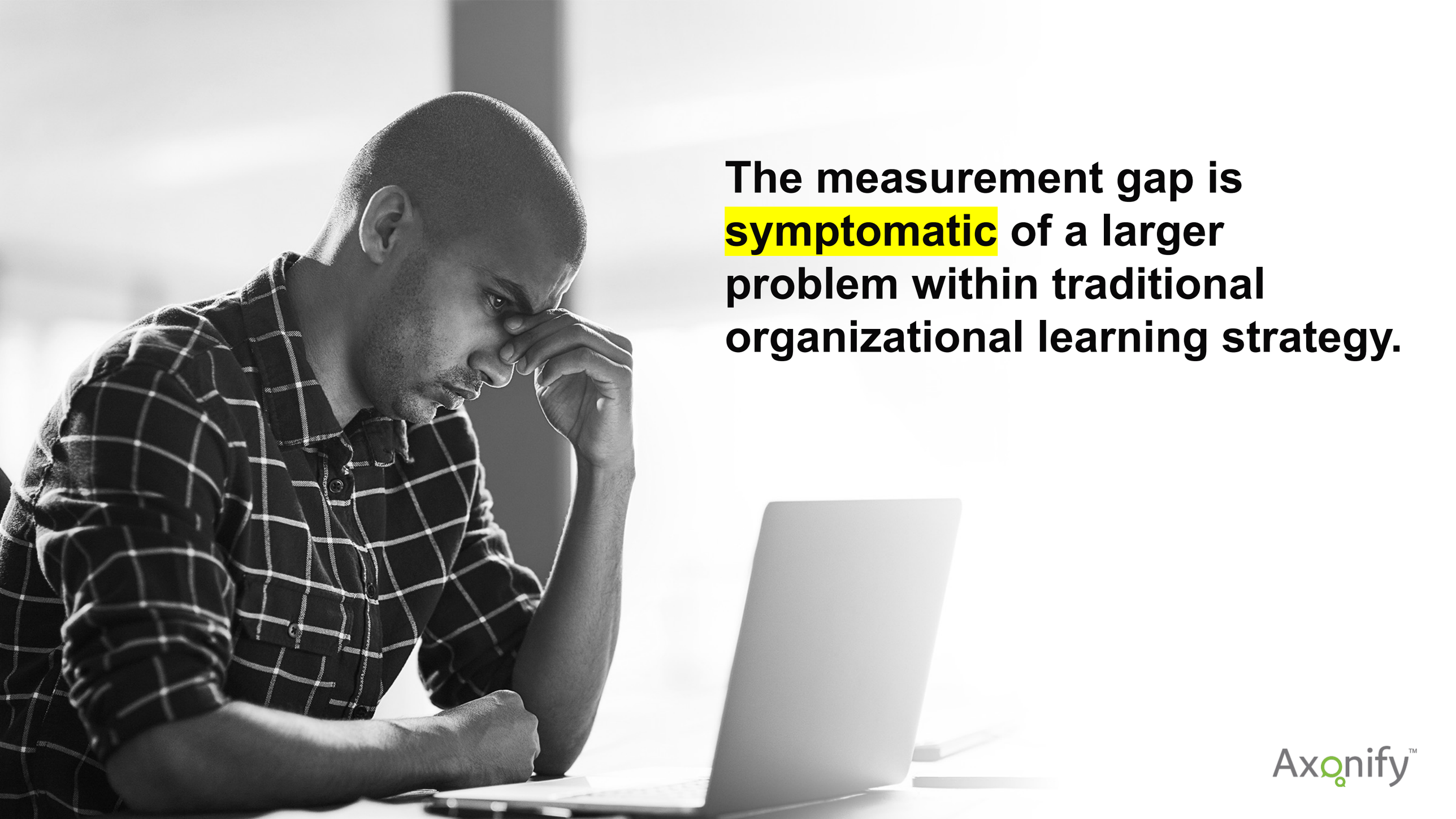

The measurement gap is symptomatic of a larger problem within traditional organizational learning strategy.

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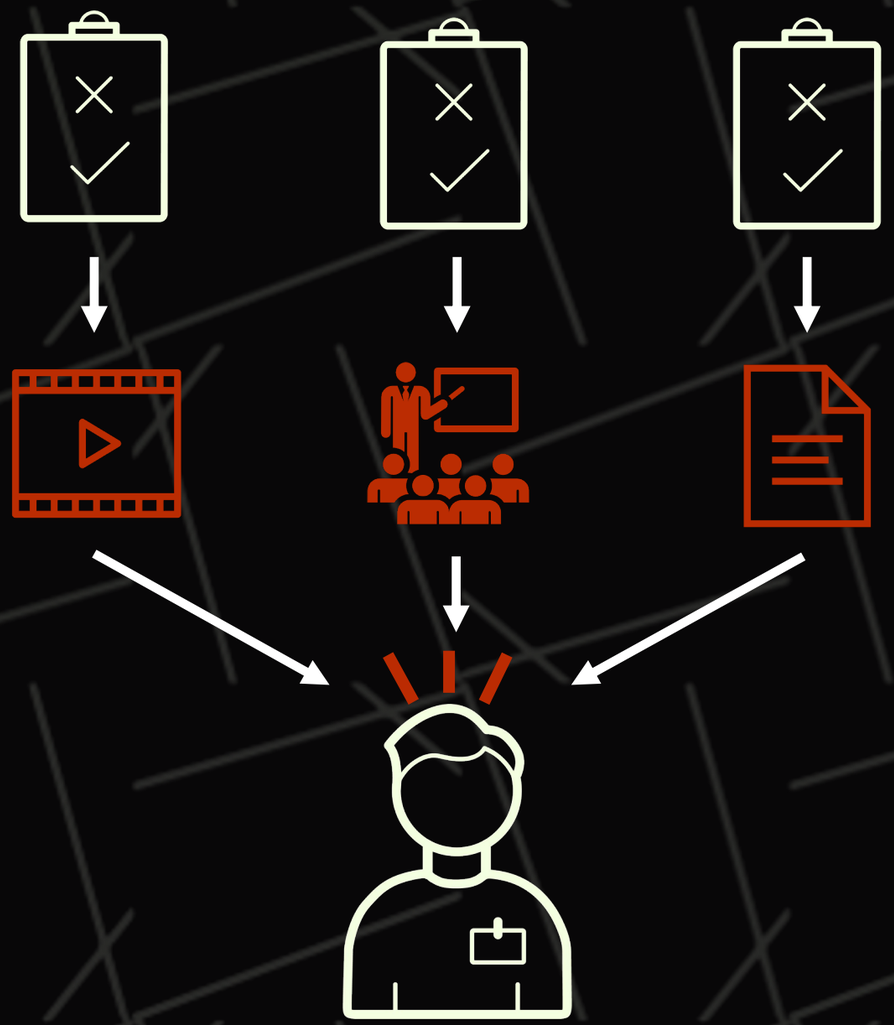
Programmatic



Systematic

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Let’s fix learning measurement in 8 not-so-easy steps

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1

Please step away from the familiar but ultimately ineffective measurement models.

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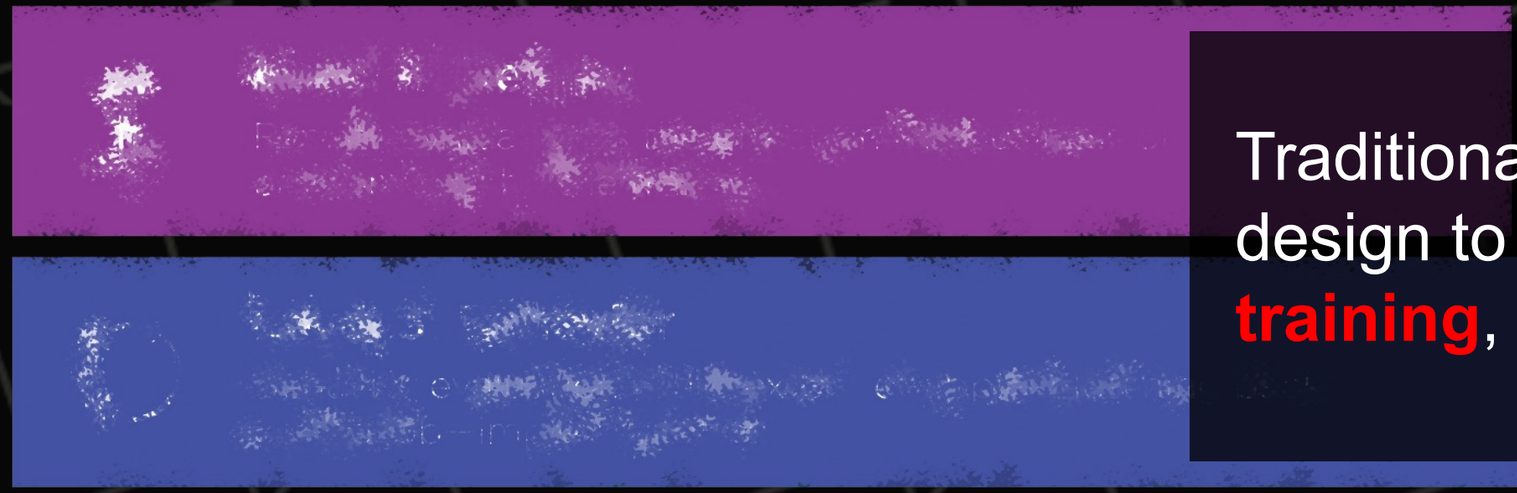

Traditional measurement models were design to support **programmatic training**, not **continuous learning**.

Level 2: Learning

Learning evaluation is the measurement of the increase in knowledge—before and after.

Level 1: Reaction

Reaction evaluation is how participant feels about the training or learning experience.

The Kirkpatrick Model

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2

Steal measurement strategies from other business functions – such as Marketing (they won't mind).

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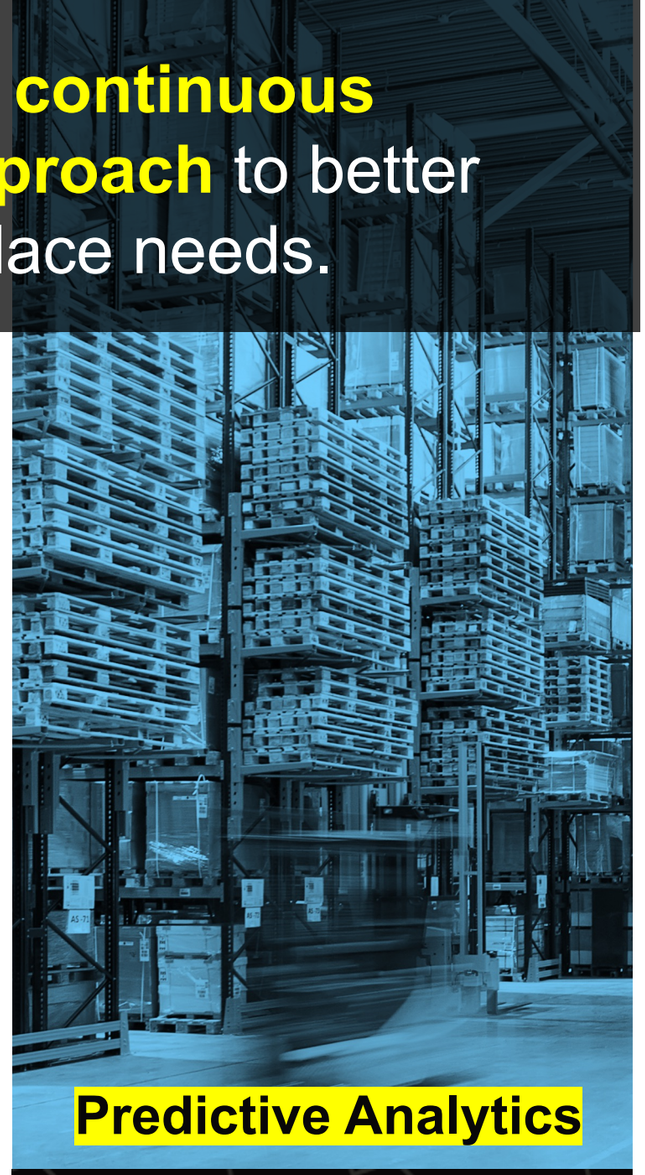
L&D must adopt a **continuous measurement approach** to better understand workplace needs.

Descriptive Analytics

Track learning engagement, activity, knowledge, behavior and results.

Diagnostic Analytics

Spot performance trends and identify potential causes.



Predictive Analytics

Use historical data to project likely future outcomes.

Prescriptive Analytics

Take proactive action to adjust support, close gaps and improve future outcomes.

Adaptation

How can we continuously adapt our support tactics to ensure optimal results?

Activity

How are people engaging with learning opportunities?

Prediction

How are we projected to perform in the future with our key business goals?

Learning

How is people's knowledge changing over time?

Outcomes

How is learning impacting business results and delivering ROI?

Behaviors

How are people's behaviors changing on the job?

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3

Figure out what data you already have or can access with your existing tools?

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Assess your **existing data practices** by applying the five Vs.

VELOCITY	VARIETY	VERACITY	VOLUME	VALUE
Are we generating, analyzing and applying data fast enough?	Are we collecting enough types and forms of data?	Is the data we collect accurate and free from bias?	Are we collecting the amount of data we need to make reliable observations?	Does our data help us provide value to the organization?

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Demographic

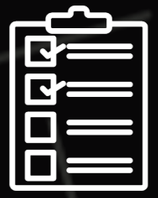
Who are they?

Consumption

What have they reviewed?

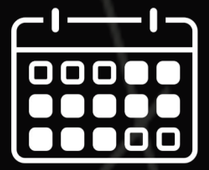
Activity

How do they engage?



Sentiment

What do they say?



Context

What is happening around them?

Many L&D functions apply a **limited variety and volume** of data that requires considerable effort to collect and analyze, thereby **limiting velocity and value**.

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Identify the data you'll need to answer our 3 important questions.

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How am I doing?

Is it working?

What should I do next?

Improved data practices will help you answer these questions by shifting focus from **descriptive analytics** to more **predictive and prescriptive** applications.

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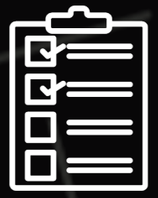

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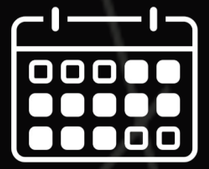

Context

What is happening around them?

Connections

How do they engage with others?

Knowledge

What do they know?

Skill

What is their proven capability?

Behavior

What are they doing on the job?

Results

What outcomes are they seeing?

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Buy lunch for your data people.
I'm totally serious.
Buy. Them. Food.

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Engage with **data experts** within other functions to determine how you may be able to leverage their tools and experience.

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6

Adapt your learning strategy to augment data collection and application opportunities.

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Access the **learning experience** to determine how tactics, such as reinforcement, coaching and performance observation, can improve your data capabilities.

Design **targeted solutions** that are easier to measure due to the inclusion of **essential data points**.

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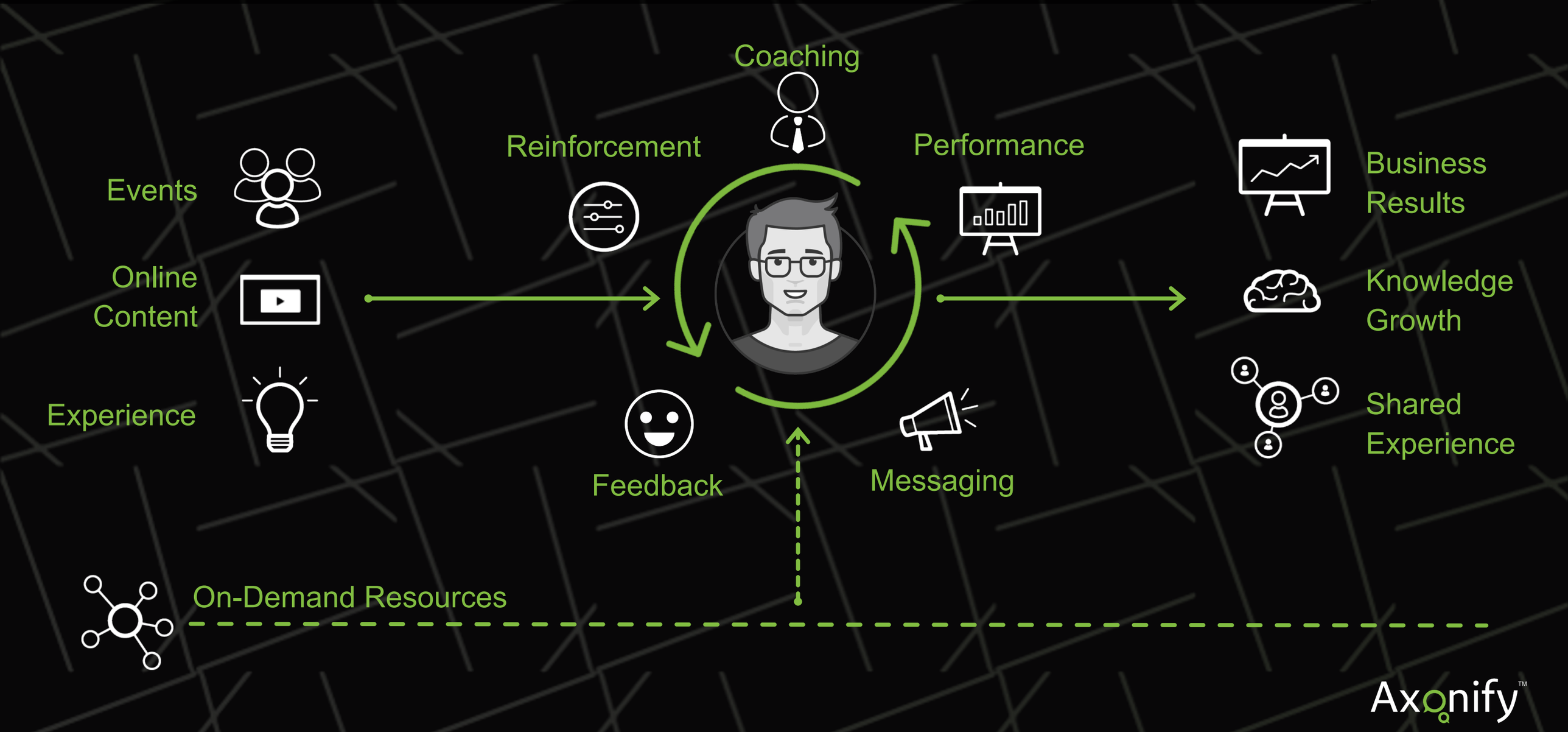
Access the **learning experience** to determine how tactics, such as reinforcement, coaching and performance observation, can improve your data capabilities.



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Put your data to work.

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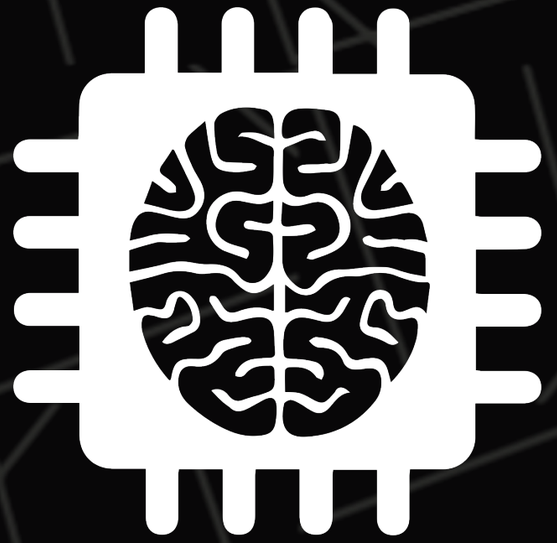
Multi-Dimensional Data

- Demographics
- Consumption
- Activity
- Feedback
- Context
- Connections
- Knowledge
- Skill
- Behavior
- Results



Machine Learning

- AI-Enabled Tech
- ML Models
- Predictive Analytics

Insights + Recommendations

- Personalization
- Adaptive Learning
- Nudges
- Coaching Prompts
- Impact Attribution
- Gap Analysis
- Skill Mapping

Improved data practices will enable L&D to apply more **advanced, data-rich tactics**.

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Ask better questions.
Tell great stories.

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532 people completed the course.

Everyone got 100% on the test (with unlimited attempts).

It got a 4.6.

Basic learning data does not help L&D **tell a story** that justifies investment of time, money and resources in workplace learning.

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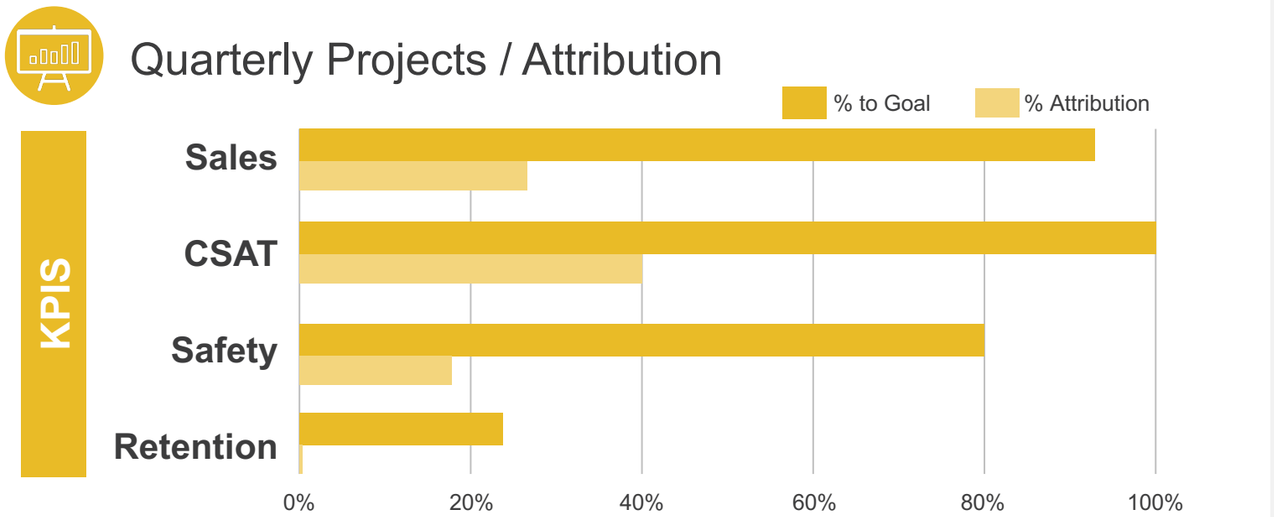

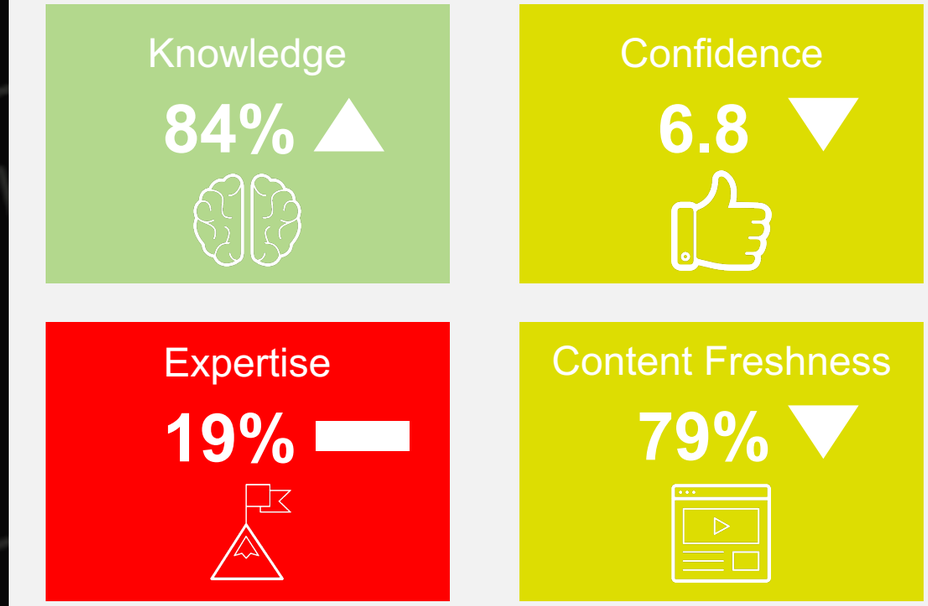

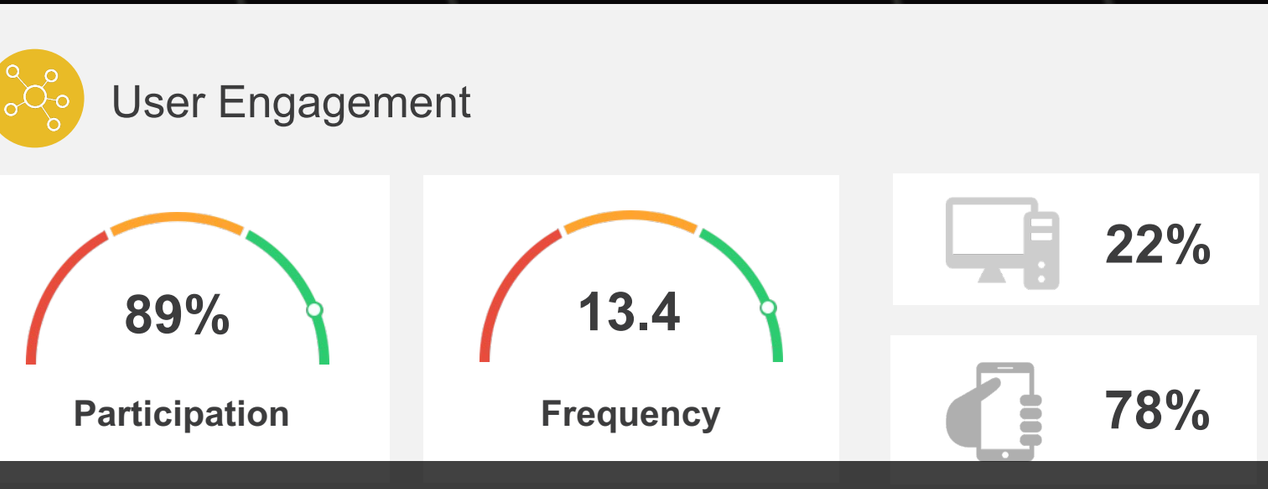

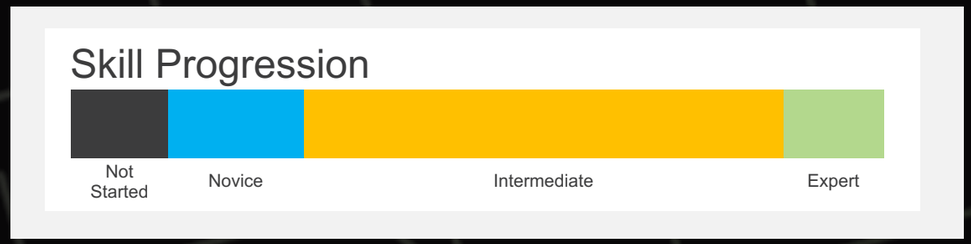

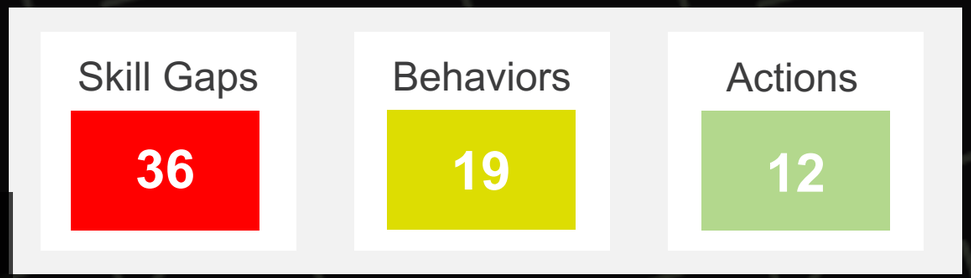

Advanced data practices help you tell **GREAT stories**.

1. Let go of legacy models.
2. Borrow from others.
3. Figure out what data you have.
4. Identify the data you'll need.
5. Build relationships with data experts.
6. Adopt continuous, results-focused strategies.
7. Put your data to work.
8. Ask questions. Tell stories.

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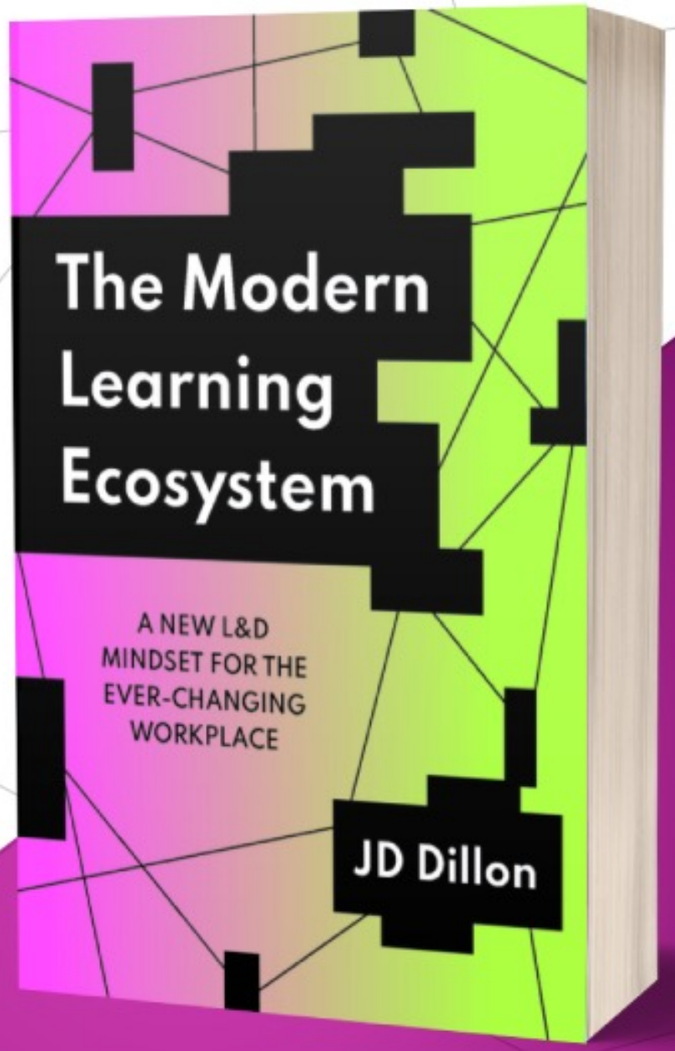

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Be well.