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Build and Implement a Comprehensive Evaluation Strategy

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Agenda

1. Why do we measure Learning Impact?
2. Best practices for an evaluation strategy
3. Tying Learning to Business Goals
4. Making learning surveys work
5. Review of solutions available
6. Beyond course metrics

Why measure the impact of your learning programs?

Prove

Improve

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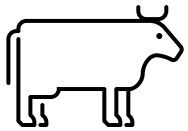
Case study 1

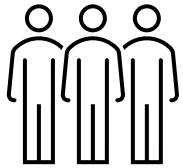
Was the training useful?

Case study 1

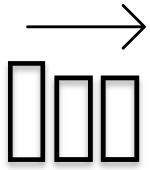
Was the training useful?



Biogas can be a great source of energy for farmers, both clean and profitable



To support farmers with the building of organic waste treatment units 1,300 farmers were trained



Impact seems low: the number of organic waste units being built remains stable

Qualitative study

Objectives

Understand the effects of training

Understand the role played by training in the building of organic waste treatment units

Improve training

E-mail surveys

Phone interviews

Analysis

Qualitative study

Conclusions

Few people have gone through with the project because it's long and demanding

Training was very useful because it allowed farmers to weigh benefits and constraints of such a project

Training can still be improved to better address farmers' expectations and constraints

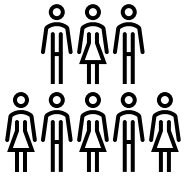
Case study 2

Was the training effective?

Case study 2

Was the training effective?

A large European financial institution wanted to leverage its branch network to sell additional services



To support this project, 15,000 employees were trained about the products and efficient sales techniques

The project was a great success as the company exceeded its sales objective for these new services

Qualitative study

Objectives

Understand the effects of training in terms of behaviors

Understand the contribution of training in the success of the project

Improve training

Survey to trainees

Survey to branch managers

Analysis

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Qualitative study

Conclusions

Only a minority of employees changed their behaviors following the training

Even though the overall project was a success, training was not the main contributor

Training could be improved to increase the business results even more

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What happened in these cases?

Hard Data

Operational, sales, and financial KPIs

Individual/ Team performance analytics

Learning behaviors

Were not enough to correctly understand the results of the training program

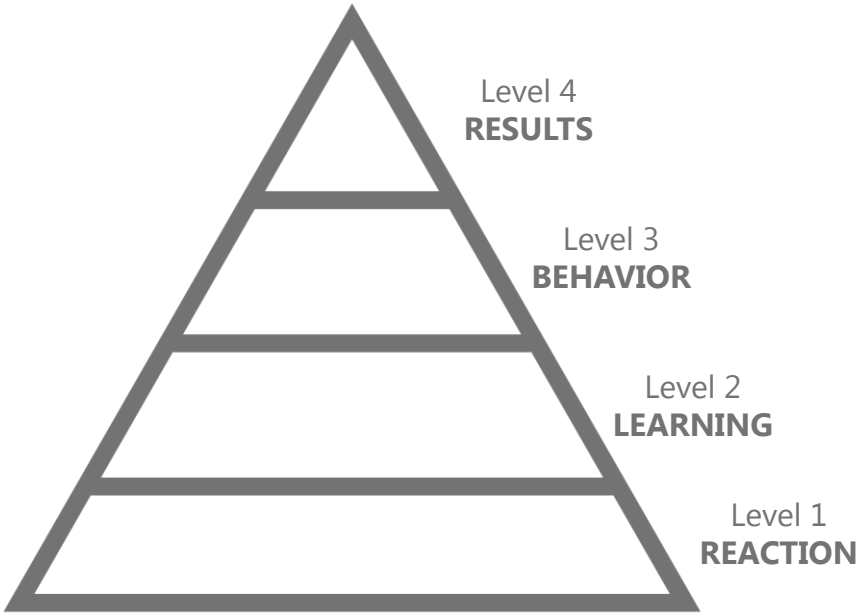
Soft Data

For an accurate analysis of the situation, we needed also:

Qualitative information gathered from surveys and interviews

Behaviors after learning

The Kirkpatrick four levels of training evaluation



Build a chain of evidence

Define what success will look like and move backwards building a chain of evidence through the 4 levels

Prove Learning Impact

By gathering the right data, prove the impact of your learning initiatives on the learner's job (lev.3) and the organization (lev.4)

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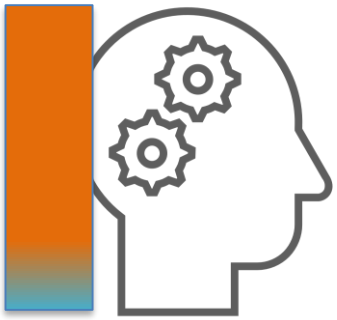
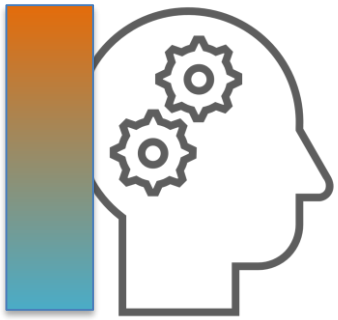
Why focusing on learning impact is so difficult?

After one project, there is always a new project

Brain time available



Accountant



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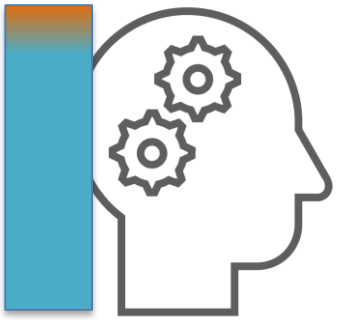


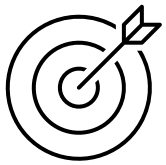
L&D Manager

For the future

For the past

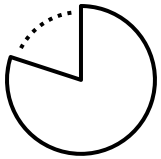
Best practices to measure learning impact

Key principles to define an evaluation strategy



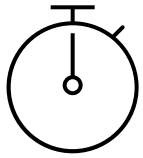
Align with the business

Set the program's expectations with the sponsors before the program's design and make sure they are aligned with business objectives



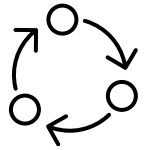
Have an 80/20 approach

Spend 80% of your time on the most critical 20% of your programs to achieve the highest impact



Focus on Leading Indicators

Focus on the pilot session metrics and leading indicators to save time and resources before program roll out



Ensure Accountability

Make sure you identify responsibilities for Learning performance improvement and turn your evaluation results into action plans

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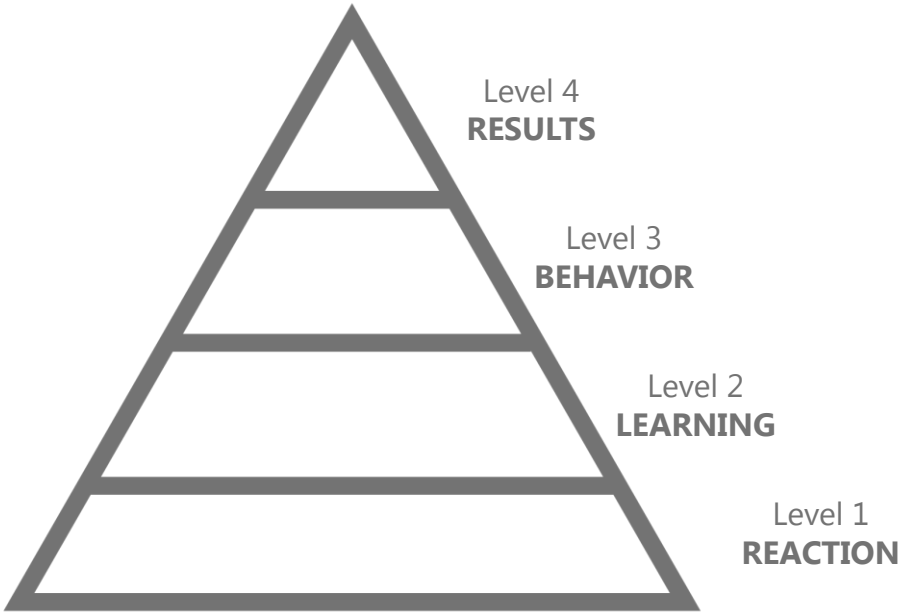
Tying learning to business goals at the course level

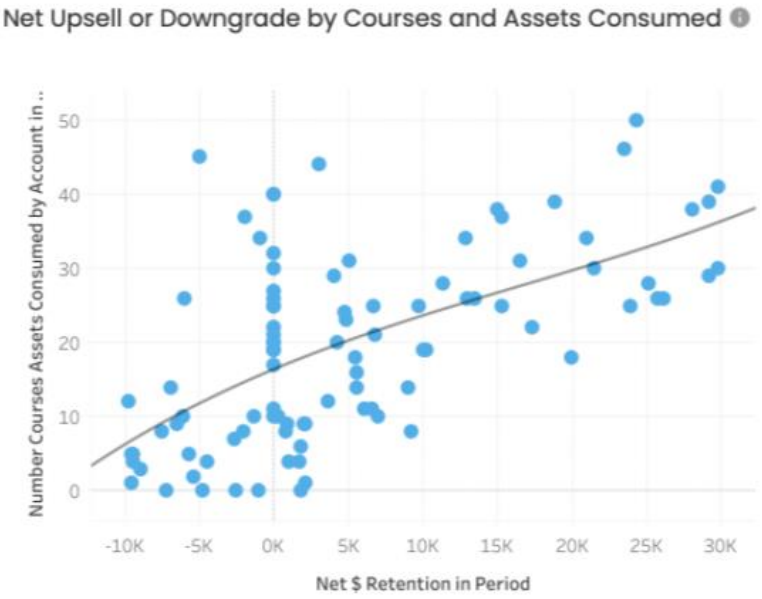
The end is the beginning

Agree on a clear contract with your business partners



Track correlations

Communicate on the project with your business partners



Data Source:

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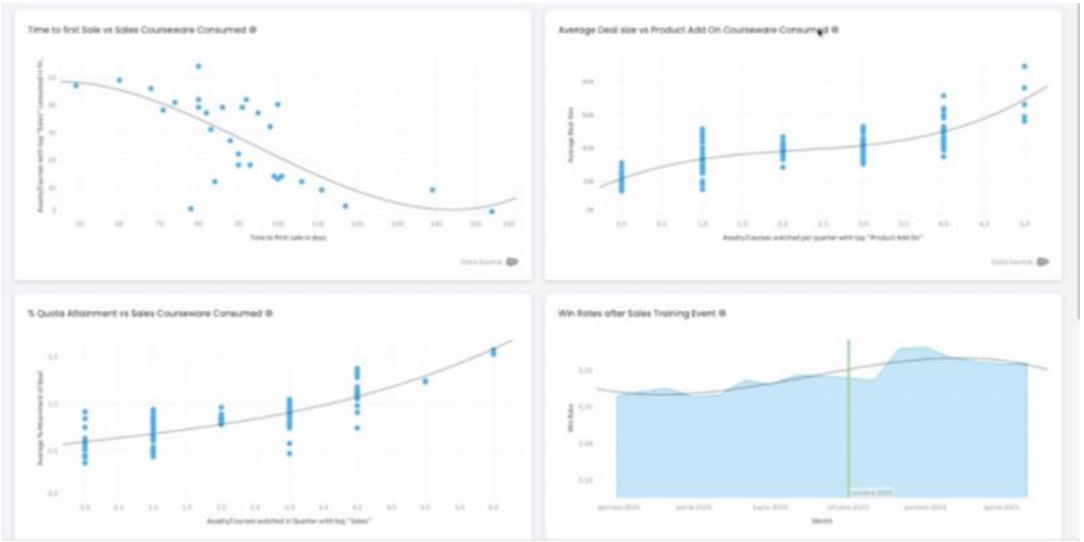
Tying learning to business goals on a larger perspective

Know your company's main business priorities

- To enrich discussions with your Business Partners
- To better prioritize learning initiatives
- To analyze and report your potential contribution on these priorities

Build dashboards connecting learning and business



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Ensure accountability

Identifying responsibilities for Learning Performance improvement is key

Who is in charge of analyzing the results?

When and how often?

Is there an alert system for poor results?

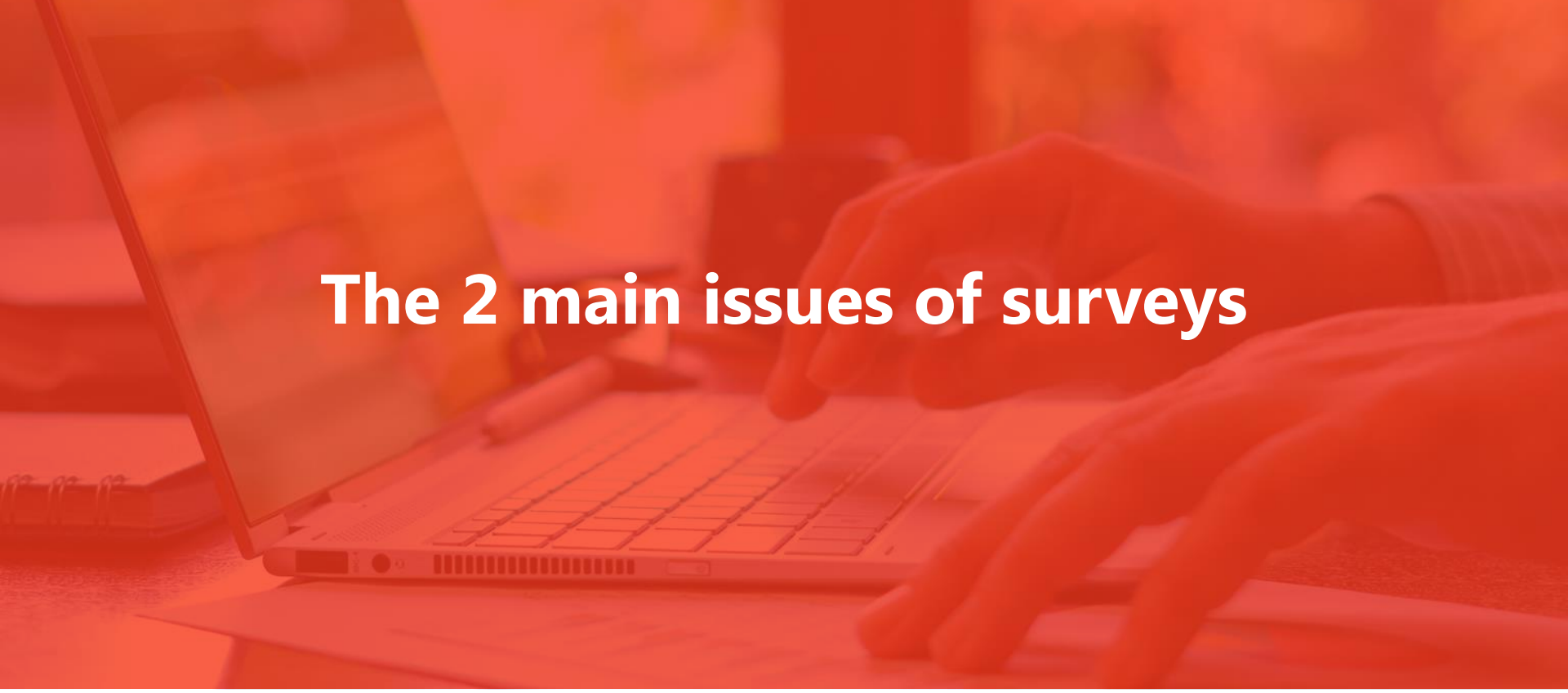
How is the information shared?

Who should it be shared with?

Which KPI should be checked regularly

What will trigger an action ?

Who is in charge of implementing changes ?



The 2 main issues of surveys

Survey Fatigue

Scrap Surveys

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Survey fatigue

People who take the time to answer surveys thoughtfully*

9%

*Source: Customer Thermometer Research

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Scrap Learning

Training delivered to learner that goes unused

Scrap Survey

Survey delivered to learners that goes unused

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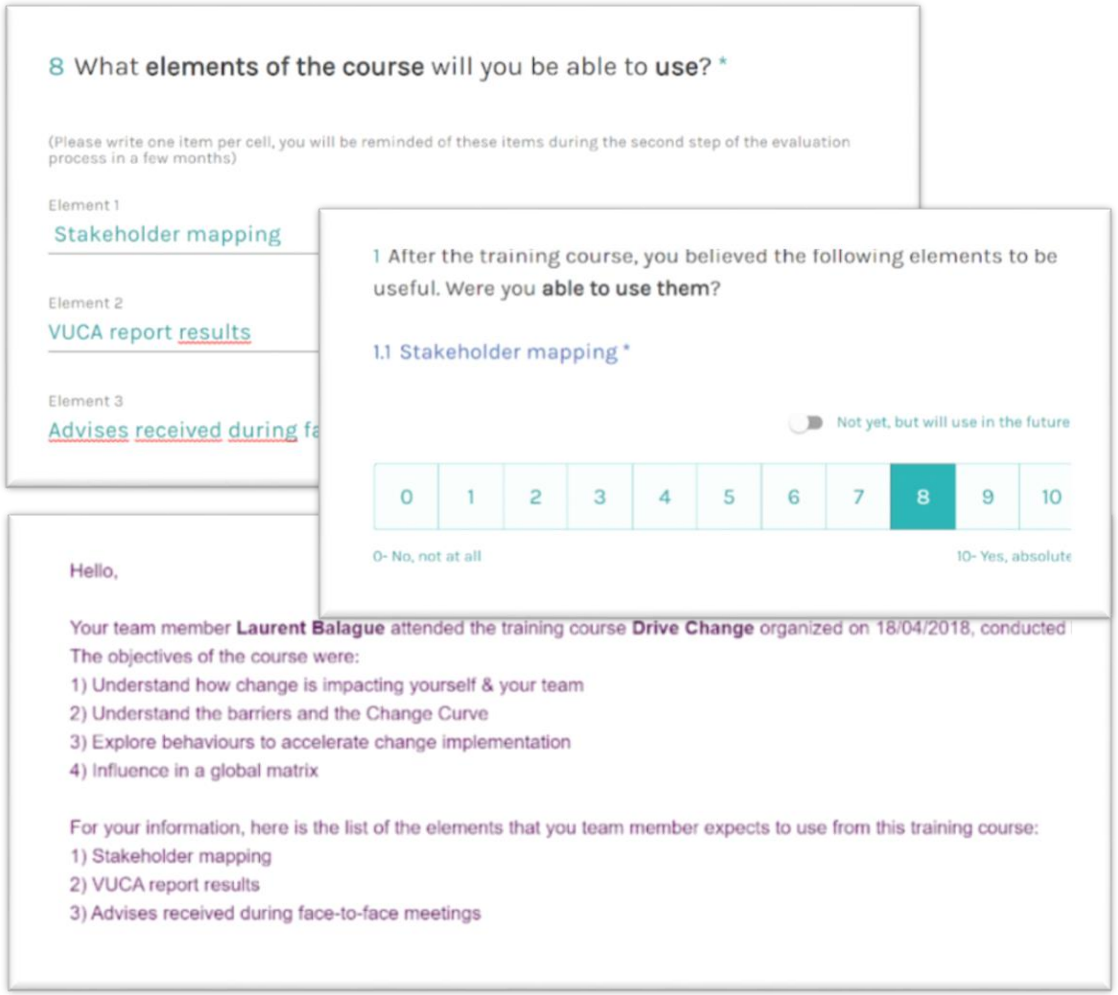
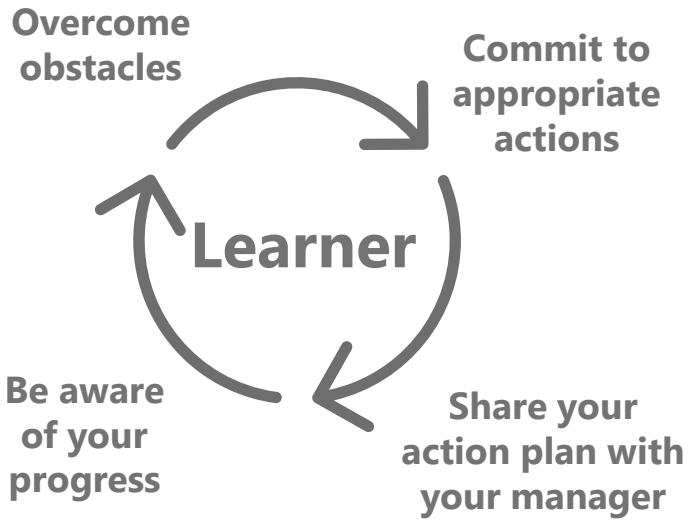
Best practices for effective learning evaluation surveys

1. Be transparent
2. Keep it lean
3. Communicate
4. Aim for automated customization
5. Make the evaluation relevant for learners

Transform post-training evaluation into a self-coaching tool





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Overview of learning evaluation solutions

	LMS feature	Survey tools	Learning evaluation solutions
Examples	• Absorb • Cornerstone OnDemand • Docebo Learn	• Qualtrics • SurveyMonkey • TypeForm	• Docebo Learning Impact • Explorance MTM • Performitiv
Pros	• Integrated • Free	• Flexible • Polyvalent • Text Analytics	• Scalable • Level 3 possible at scale • Benchmarks • Integrated workflow with multiple stakeholders
When to consider	• When evaluation is a minor need • For micro-learning	• For level 1 surveys at low scale • For one shot surveys on other topics than learning impact	• When evaluation is a major need • When evaluation must be rolled at large scale

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Overview of learning analytics solutions

	LMS feature	BI tools	Learning analytics platforms
Examples	• Absorb • Cornerstone • Docebo Learn	• Looker • PowerBI • Tableau	• Docebo Learning Analytics • Watershed LRS
Pros	• Integrated • Free	• Polyvalent • Well known by data scientists	• Insights beyond data and charts • Benchmarks • Connectivity features
When to consider	• For basic analysis of learning activities in the LMS	• For projects where business or HR data are central, and learning minor	• To build comprehensive learning dashboards • To connect learning and business goals

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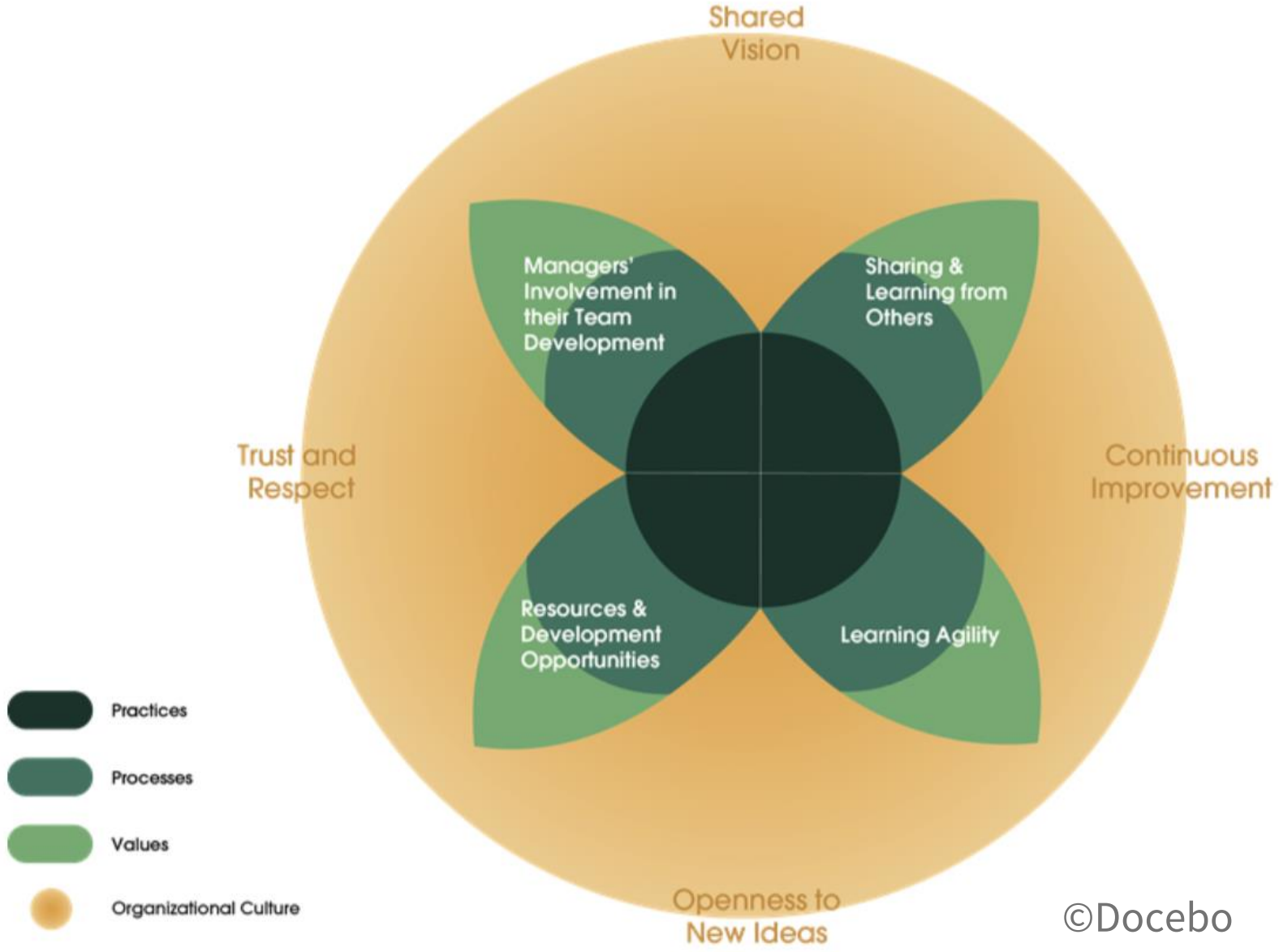
A growing topic for L&D

Is employees' work environment supportive enough for their learning at each step of their career?	How can L&D and HR join forces to turn our company into a Learning Organization?	How to consider the work environment to maximize the impact of upskilling initiatives?

Course Metrics are not sufficient!

Measure the conditions of Learning



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