Making a Difference with Learning: How to Show Impact and ROI

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Poll

- In the chat:

What are some of the barriers to showing impact of learning?
Barriers

- Lack of the right data
- Too much data
- Lack of partnership
- Lack of time
- No connection between learning and impact
- Lack of alignment
What is Learning Analytics?

• Learning analytics show the value and impact of learning programs on outcomes.

• Learning analytics are the practices to prove, improve and sustain learning programs.
Why we come to work

• Make the world better
• Achievement and advancement
• Recognition
• Security
Why Learning Analytics?

• Reasons why you should have learning analytics:
  – Quickly see the impact of different approaches (agile)
  – Align solutions to company goals
  – Focus on results rather than activity
  – Deliver on what is promised and needed (accountability)
  – Make data-driven decisions
  – Prioritize programs and provide value
  – Win awards
  – Drive employee engagement
The Threat

• What could happen if you don’t use learning analytics?
  – Learning and Development is seen as old-fashioned and slow-moving
  – Investments are made based on perceptions (training is the first to be cut)
  – Wasted resources and under utilized programs
  – Continue to be reactive and tactical
  – Lack of progress and improvement
  – Lack of direction
  – Team satisfaction will diminish
How healthy is your heart?
Big Data

- Volume
- Velocity
- Variety
- Veracity
Start with the end in mind

- What happened with the training?
- How well did the training go? (Effectiveness)
- What did we expect to happen after training?
- How much did we save? (Efficiency)
- What impact did the program have on…? (Outcomes)
- Why did the learning program work?
- What will happen next?
- What will happen if we make changes?
## Ways to show impact

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Effectiveness</th>
<th>Business Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>How fast?</td>
<td>How much better?</td>
<td>How did we impact KPIs?</td>
</tr>
<tr>
<td>How much time can we save?</td>
<td>How well can learners perform on the job?</td>
<td>How did we improve customer satisfaction, sales, profit, etc.?</td>
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<tr>
<td>How many $$ can we save?</td>
<td></td>
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</tbody>
</table>
Efficiency

Metrics include

- time away from work
- time saved
- dollars saved
- amount of work completed
- percent of tasks on time

How?

Compare results before intervention with after intervention

Compare results of people who received intervention with those who did not (pilot phase)
Effectiveness

Metrics include

- responses to survey questions
- test scores (pre and post)
- application on the job
- quality of work

How?

Compare month to month, or course to course, to show improvement
Effectiveness

30-60-90 day performance

Quality Goal

Production Goal

Production

Quality

Analysis

Interventions

May June July August September October November December
Effectiveness

Supervisor 12-Month Turnover

- Year 1: Total Population (Baseline) - 12.70%
- Year 2: Total Population (Baseline) - 9.40%
- Year 2: Trained in Prior Year - 8.40%
- Year 2: Trained in Current Year - 4.40%
- Year 2: Not trained - 11.40%

Project at ConAgra Foods
Effectiveness

Mobile learning moment-of-need learning
Personalized
Contextually relevant
Bite-sized
Learning measured in real-time

45% gain in test scores, and contributions generated by the volunteer network increased by 5%
Outcomes

Metrics include:

- KPIs
- Sales
- Customer Satisfaction
- Errors and rework

How?
Find the metrics that are linked with profit and loss for the company.
Compare month to month to show improvement.
Outcomes

Impact on Sales

Average Monthly Malibu Sales (June-August)

- Fully Trained: 7%
- FNRx Only: 3%
- In-Dealership Only: 0%
- Web Only: 0%

Up to 7% increase in unit sales for attendees

Non-attendees saw no change at all

June-Aug Avg 2015
June-Aug Avg 2016

Experiential Sales Training: Chevrolet Find New Roads

Project at GM by GP Sandy
ROI

• Convert behaviors to dollars

A 23% decrease in repeat service calls and a $983,000 cost savings
When to evaluate a project

- Identify projects that are visible, strategic and costly
- Identify partners who are data-driven
- Identify partners who want to share data
How do we get there?

• Learning Analytics starts with asking the right questions
  – What are the goals?
  – What are the business problems?
  – What are the behaviors that cause the problems?
  – What do people need to do differently (or better)?
What's next?

• How to get started?
  – Start small
  – Find partners with a data-driven culture
  – Start with efficiency and effectiveness
  – Help partners get aligned with business outcomes
Questions and ANSWERS
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