

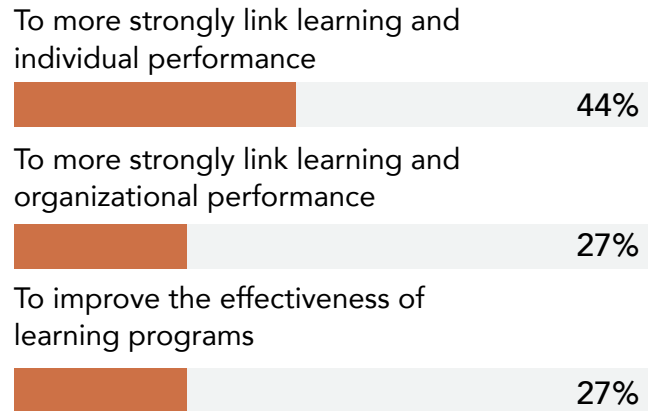
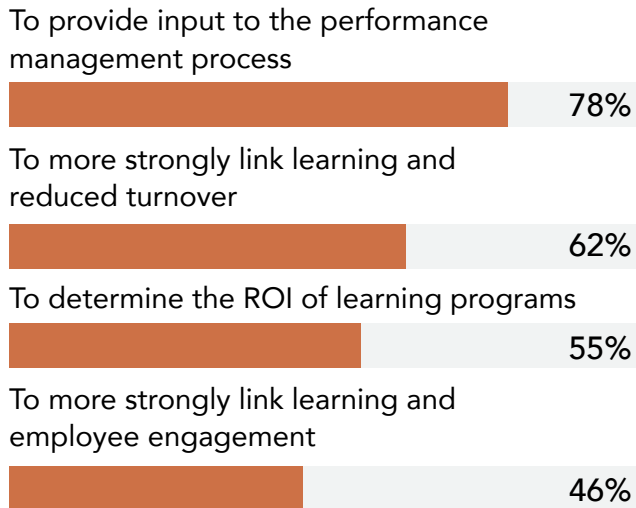


# USING DATA TO DRIVE LEARNING AND DEVELOPMENT PLANNING

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## Drivers Behind Learning Measurement



Source: Brandon Hall Group

Data fuels organizational and departmental transformation. How data informs change in human and digital interactions helps bridge the gap during an organization’s transformation. Whether you are upskilling the workforce to rapid transformation, or minimizing the impacts of a merger and acquisition, the need for data has never been greater.

In Learning and Development, data was used to tell CLOs and business leads about the efficiency and efficacy of their workforce learning. In our digital age, it’s not enough to just measure

learning. The data must also be used to plan learning and any digital interactions needed to help increase the effectiveness and efficiency of workplace learning, thus transforming the learning environment and the organization.

Data is the fuel by which business runs today, and Learning and Development is no exception. There is an ocean of data available to organizations, but it can be a challenge finding the right data to help plan ahead and make sure the learning being delivered is as efficient and effective as possible.

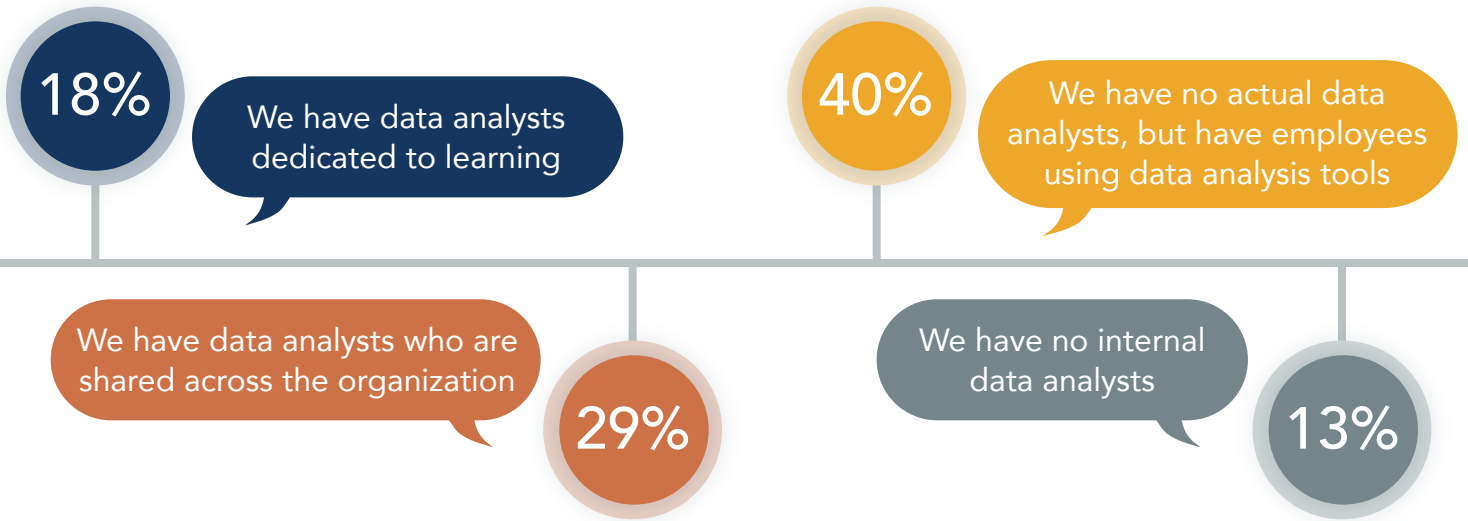


According to Brandon Hall Group's 2018 *Learning Measurement Survey*, improving the effectiveness of learning programs is the number one reason companies measure their learning.

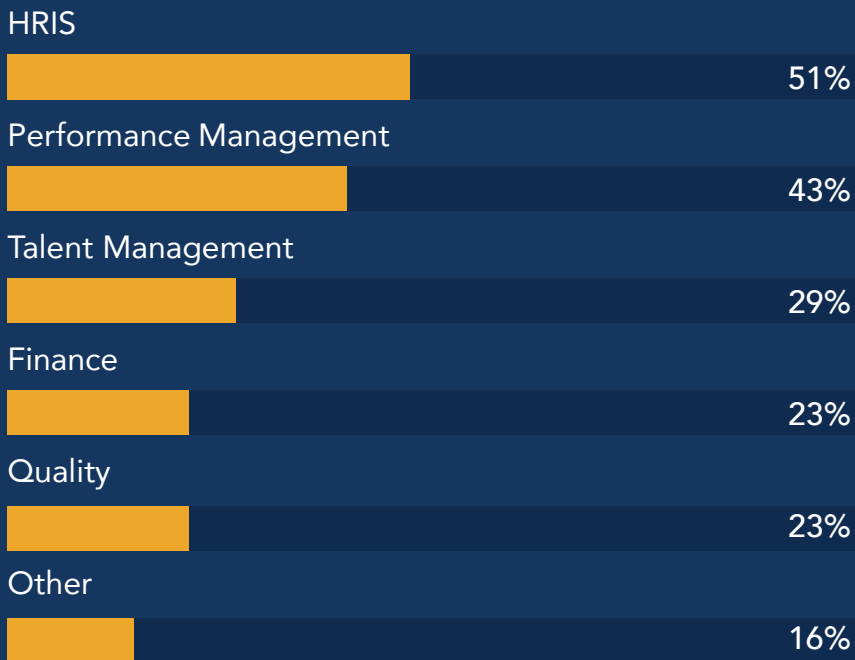
**40%** of companies  
say their learning strategy is  
shaped by talent data from  
across the organization.

The sheer volume of data available is a double-edged sword; it can be difficult to make sense of it all. More than half of companies do not have access to data analysts. Additionally, most companies are not taking advantage of the data provided by systems outside of learning. Performance management data can be a critical part of analyzing learning's effectiveness, yet less than half of companies use this data.

## Data Challenges



## Data Sources Used for Learning Analysis



## Challenge of Learning and Development Planning

Learning planning is typically done annually, resulting in the following challenges:



Top of mind thinking



Heavy emphasis on current viewpoint



Missed trends throughout the year



Results in high cancellation rates



No data driven solution, only guesses based on past experience

## Enterprise Learning and Development Tool (ELDT)



- Strategic Business Planning and Portfolio Management Tool
- End-to-End; Concept to Completion
- Four Stage Workflow:



- Customer Relationship Management (CRM) System for Learning
- Curation-Enabler
- Key Differentiator = Data Integration

## Planning Your Data Mining

### WHAT?

- Business Strategy/Priorities
- Business Operations
- Laws, Rules & Regulations
- Human Capital/  
Talent Management

### WHERE?

- Annual Strategic Plan -  
Initiative Planning Docs -  
Business Goals/Scorecard(s)
- Procedures - Policies -  
Systems/Technology
- Regulatory Tracking System
- Performance Management  
- Assessment (i.e. 3600  
Feedback) - Acquisition  
Forecasts

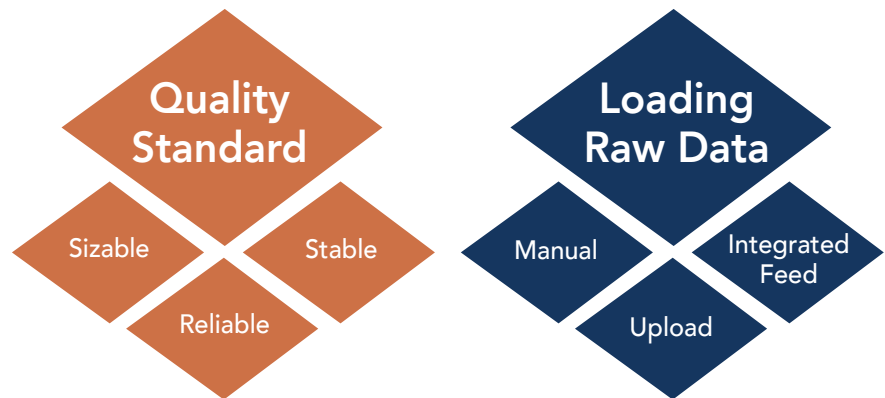
### WHY?

- Role-Based Performance  
Change Expectations
- Role-Based Functional  
Change Expectations
- Required and Proactive  
Adherence Standards
- Key Competency Gaps/  
Opportunities - New Hire  
Target/Volume Planning

The data must come from a large enough sample set to be statistically valid. It also must be a reliable data source. Finally, the data needs to be stable and not fluctuate wildly over periods of time.

They also have three methods of obtaining data. It can be pulled in manually, automatically uploaded, or fed directly into the tool from the data source.

## Planning Your Data (How?)





## Unearthing the Gems (How?)

### Business Rules Defined for Data Analysis

- Business Operations
- Business Strategy/Priorities
- Laws, Rules & Regulations
- Human Capital/Talent Management

- Data Type/Set Specific
- “Flag” the Source
- Standards/Thresholds
- Volume Shifts
- Timing
- In Year / Year-Over-Year

In order to unearth the gems within the data, apply a set of business rules to each of the data types collected.

Each of the four types of data has a specific data set associated with it.

- Source data owners can flag data as potentially impactful to learning
- Patterns and cutoffs are identified and used to evaluate performance data
- Changes in data volume are evaluated to identify normal patterns and anomalies
- Seasonality patterns in data changes are identified
- Data examined within an annual span, as well as comparing year-to-year





## 3 Steps to Successfully Refining Data



Successful data mining is not simply about taking in massive amounts of data. It is about finding the right data to answer questions about learning's impact on the business, and it can be done on any scale. Companies need to identify the available data sources within the organization and how they can be accessed. Once the data is identified, it needs to be analyzed to find out what it means. Where are the patterns, the shifts, the anomalies? As the process moves forward, the rules being applied can be refined over time to create truly meaningful analysis.

## Data Mining Changes the Dialog



Learning measurement needs solid baselines to identify when and if things are changing. Gathering data with nothing to compare it to is meaningless. By comparing changes to the baselines, patterns emerge and seemingly chaotic variations will be identified as shifts that can be predicted and even mitigated, if necessary.

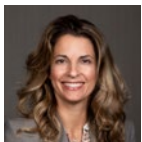
## Authors and Contributors



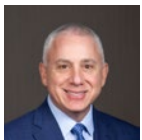
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## About Brandon Hall Group

With more than 10,000 clients globally and 28 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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