

2018

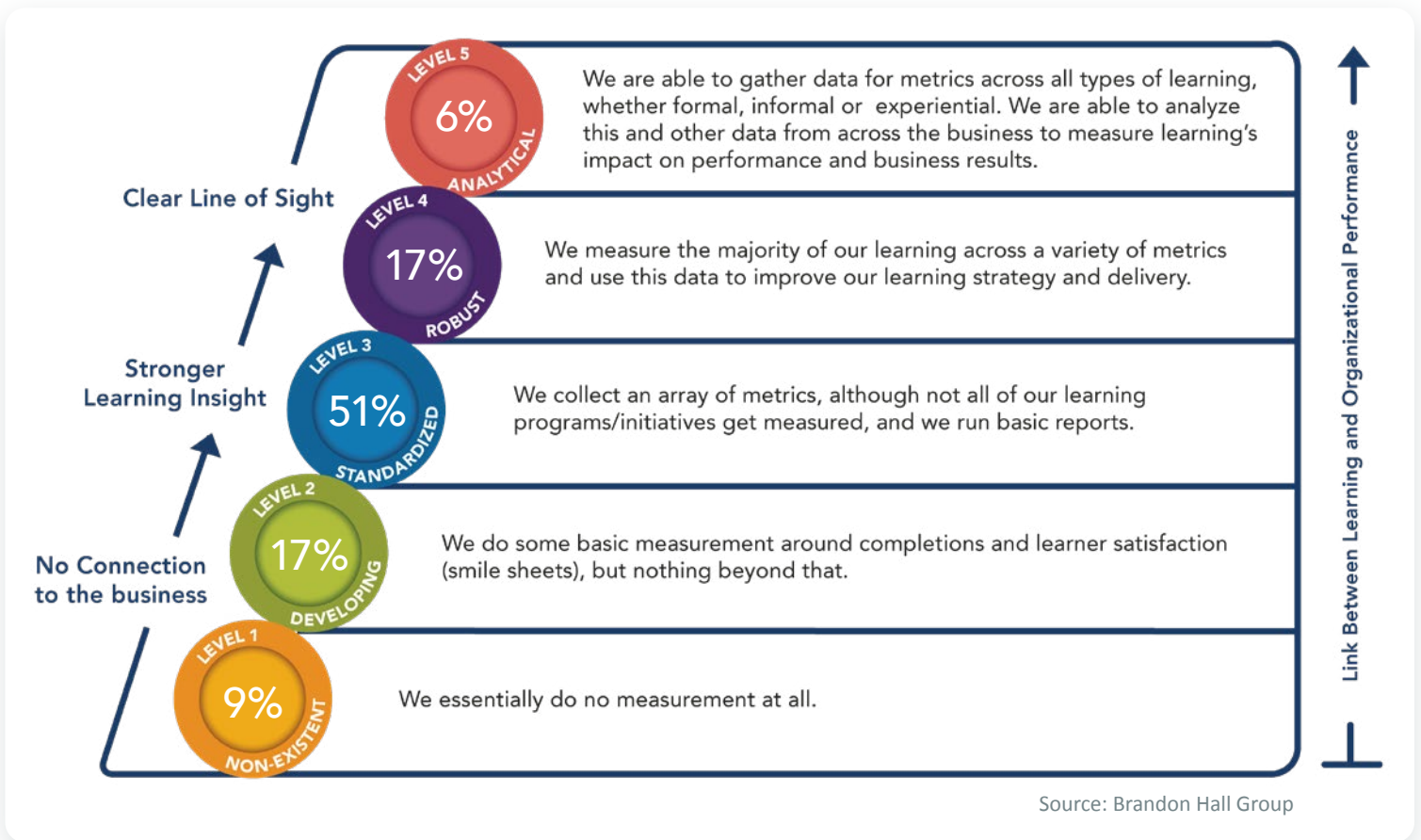
# The Learning and Performance Link: **MAKING THE CONNECTION**



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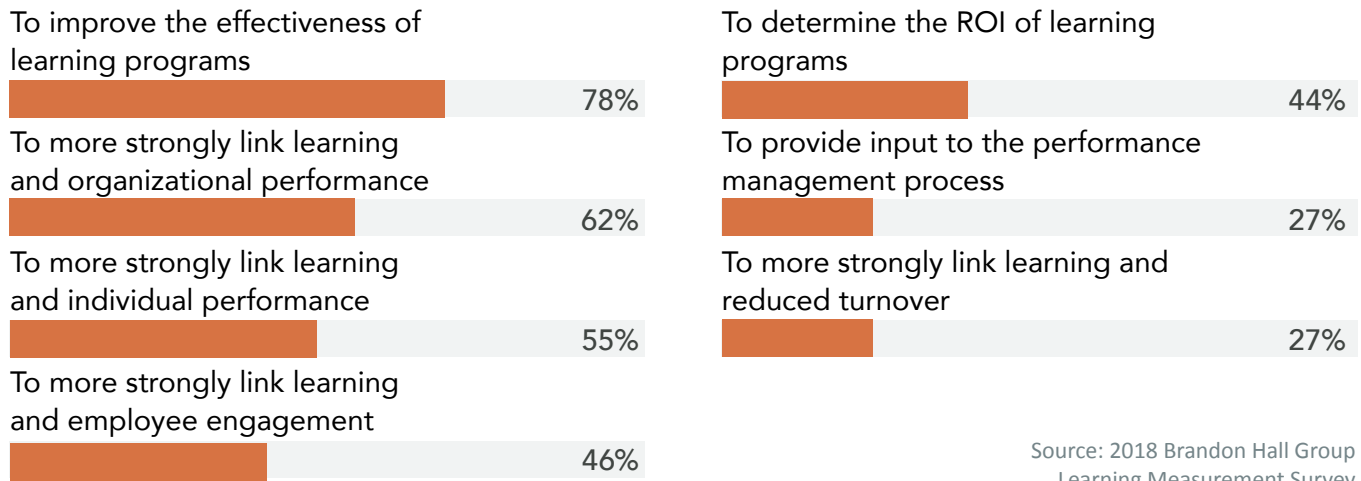
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# Learning Measurement Impact Model



Most organizations find themselves in the early stages of learning-measurement maturity and fewer than one-third use a wide variety of metrics to measure multiple learning programs of all types. This lack of maturity leads to a disconnect between learning and performance, as there isn't a clear line between what the organization needs and what learning does.

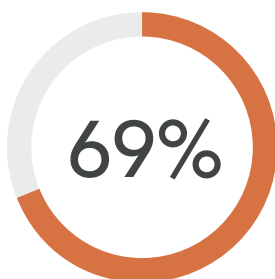
## Drivers of Learning Measurement



Source: 2018 Brandon Hall Group Learning Measurement Survey

Companies begin with good intentions. Most measure learning to improve its link between individual and organizational performance. But the main focus is on learning itself, so they seek to find ways to deliver learning more efficiently and effectively though that does not guarantee it is having an impact on the business.

## Measurement Challenges



Source: 2018 Brandon Hall Group Learning Strategy Survey

Nearly 70% of companies say the inability to measure the impact of learning is a serious challenge to achieving critical learning outcomes. In other words, the absence of a link between learning and performance makes it more difficult to improve learning.

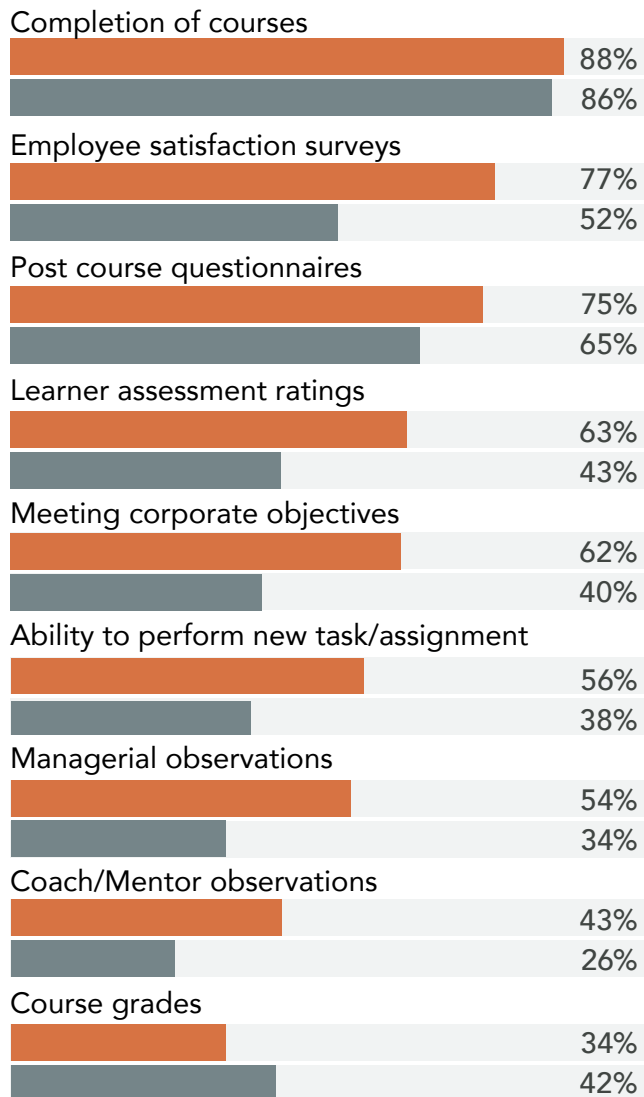
## HIGH-PERFORMING ORGANIZATIONS (HIPOS)

- Increased revenue year over year
- Majority of key performance indicators increased year over year
  - » Profitability
  - » Customer satisfaction
  - » Market share
  - » Others



## Top Metrics Used

● HiPOs ● Others

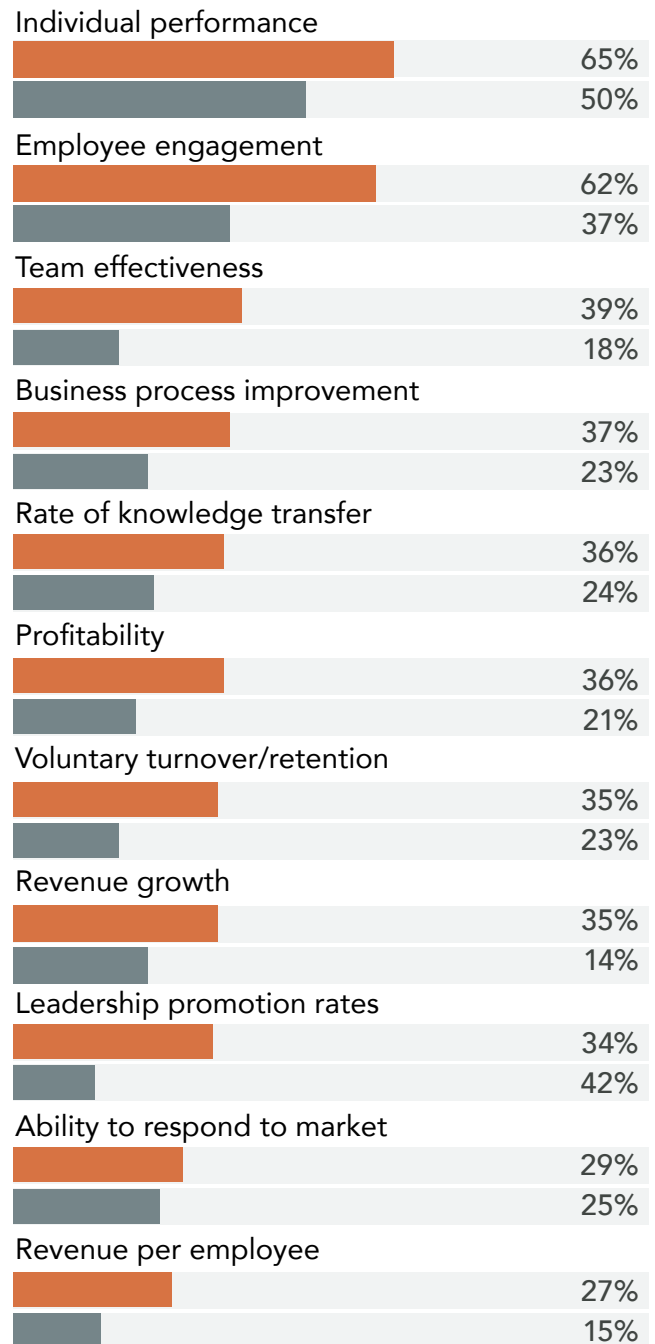


Source: 2018 Brandon Hall Group Learning Measurement Survey

When we look at the kinds of metrics companies use, they focus on things like completion rates and learner satisfaction. These are very learning-focused items that cannot be tied to the business. High-performing organizations (HiPOs) are more likely to use more business-focused metrics. HiPOs lag in the use of course grades, a highly learning-focused metric.

## Outcomes Measured

● HiPOs ● Others



Source: 2018 Brandon Hall Group Learning Measurement Survey

HiPOs are far more likely to use actual outcomes — performance, revenue and profitability — as measures of their learning. In almost every case, there is a wide gap between the percentage of HiPOs using these outcomes and everyone else.

## Making the Connection

### Linking Learning to Performance

HiPOs	Others	
18%	18%	We use a Balanced Scorecard System
46%	25%	We review L&D goals compared to corporate objectives at least on a quarterly basis
51%	32%	We link L&D objectives to departmental goals
42%	32%	We link L&D objectives to individual performance reviews
51%	42%	We align L&D objectives with needs of key business stakeholders
39%	25%	We use a cascading set of goals that link corporate objectives to L&D objectives
57%	48%	We target competency and skill gaps and align L&D objectives to closing gaps

Source: 2018 Brandon Hall Group Learning Measurement Survey (n=483)

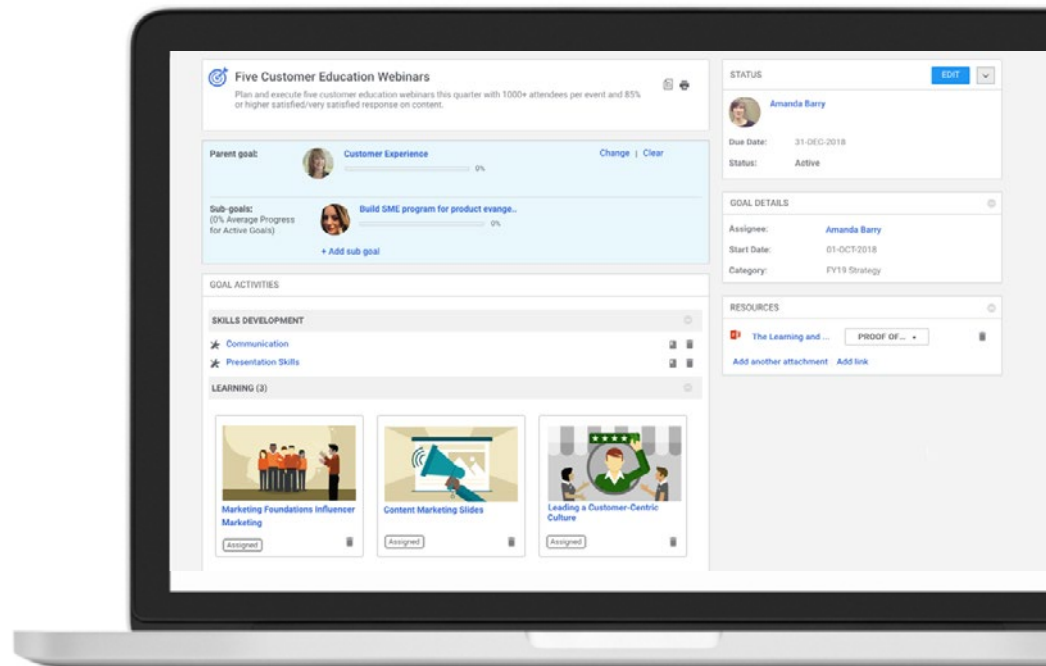
There are several ways organizations can improve the connection between learning and performance, although not many companies use balanced scorecards – HiPO or not. The key is to draw a line from business outcomes to learning outcomes, whether through cascading goals or by reviewing the alignment of learning goals and other desired outcomes within the organization.

### PURPOSE-DRIVEN LEARNING



## Keep it Simple

The key is to keep it simple. As you set a learning goal and align it with an organizational goal, think about the skills required for success. When you envision what the end state looks like, what is required to get there? Align those skills with learning from the beginning to ensure the learning affects the final outcome.



## LEARNING HAS CHANGED

### OLD WAY



### NEW WAY

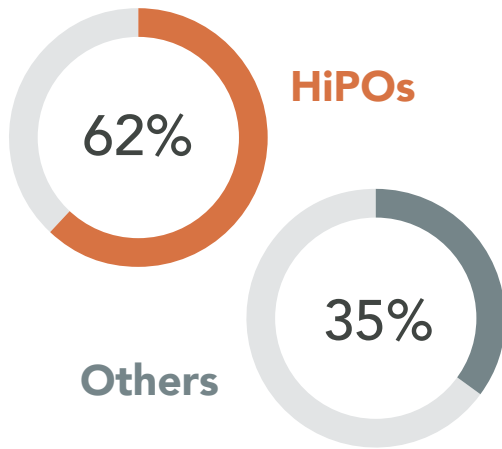
- Company driven
- Compliance
- Event-based
- Classes and completions
- Knowledge acquired

- Self-driven
- Personalized & relevant
- Anytime and anywhere
- Social and collaborative
- Knowledge applied



Learning cannot keep up with the modern workforce, let alone impact outcomes, if it doesn't fundamentally change the way it operates. Outdated methods impede performance. As people work and collaborate in new ways, they need learning environments that are engaging, accessible, impactful, scalable and relevant.

## Personalized Learning



One way organizations can create this type of learning is by delivering personalization. Research shows that high-performing organizations are more likely to use this kind of learning than other companies.

Learning personalization can have a big impact on outcomes. The vast majority of companies that implemented personalized learning report positive impacts for learners and the business. Most importantly, the vast majority of companies that deliver personalized learning report an improved link between learning and individual and organizational performance.

## Personalization Matters

### Agree/Strongly Agree

93%

Personalized learning supports an employee in reaching professional goals more efficiently

91%

Personalized learning supports employee needs for continuous development

88%

Personalized learning has helped to improve our organization's strategies, mission, or vision

81%

Personalized learning aligns with the 70:20:10 framework

95%

Personalized learning improved the link between learning and individual performance

91%

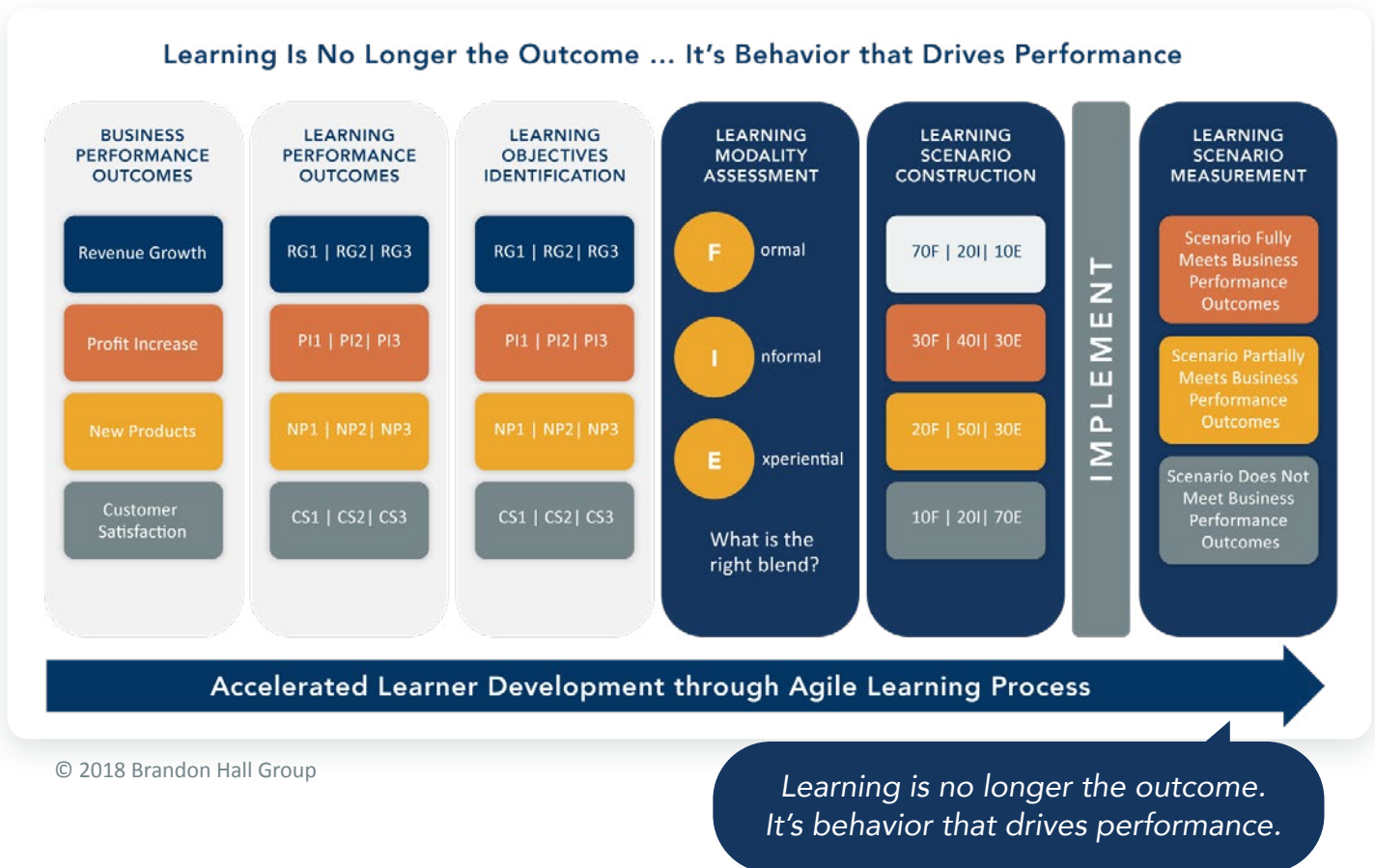
Personalized learning improved the link between learning and organizational performance

Source: 2018 Brandon Hall Group Personalized Learning Survey



# Learning and Performance Convergence Model

Brandon Hall Group’s Learning and Performance Convergence Model provides a framework for aligning learning with business outcomes and a foundation for effective measurement. Using the model, organizations begin with business outcomes then determine the content types and modalities to drive learner behaviors to achieve those outcomes.



## Takeaways

- Think in terms of outcomes.
- Learning programs must focus on specific behaviors, skills, or competencies.
- Use technology to solidify and leverage the learning-performance connection.
- Learning and Performance Management do not merely co-exist; they are dependent upon each other.



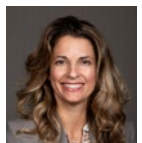
## Authors and Contributors



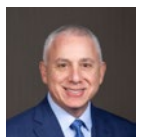
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## About Brandon Hall Group

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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