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How We Help You

Learning & Development

Talent Management

Leadership Development

Talent Acquisition

Workforce Management

MEMBERSHIP

STRATEGIC CONSULTING

EXCELLENCE AWARDS

PROFESSIONAL DEVELOPMENT

Open Surveys

- **Learning Management Technology**

- **Talent Management Technology**

Visit www.brandonhall.com click **Open Surveys**

If you would like to join a panel of survey takers, please contact us at
success@brandonhall.com

How to Ask Questions

- Submit your *questions* or *comments* about the discussion to our presenters using the **Questions** tab on your control panel.

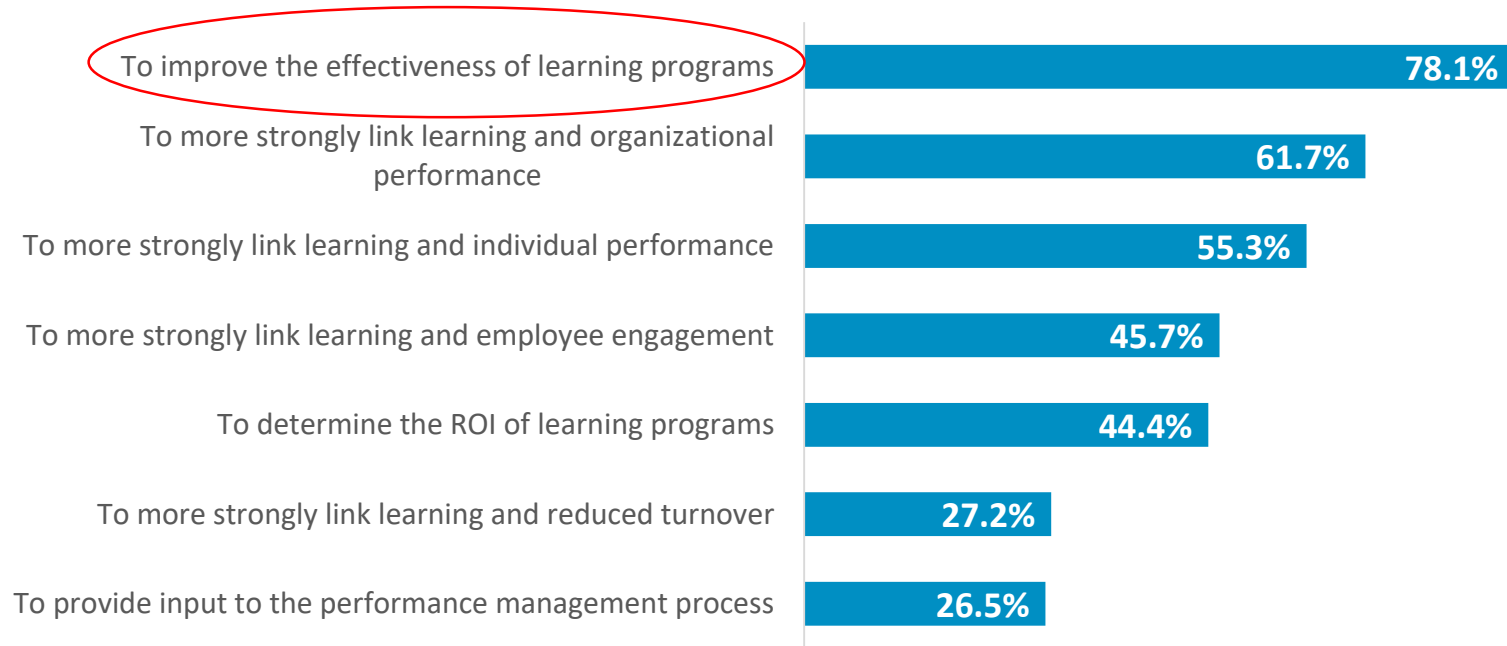- Presentation *slides* and *giveaways* can be found in the **Handouts** tab on your control panel.

Recording & Slides will also be sent out after the webinar.

Poll Question

Which best describes your learning planning?

- Non-existent

- We plan on the fly

- We have a set of basic learning metrics

- We use data from multiple sources

- So much data, we can predict the future

Drivers Behind Learning Measurement

Driver	Percentage
To improve the effectiveness of learning programs	78.1%
To more strongly link learning and organizational performance	61.7%
To more strongly link learning and individual performance	55.3%
To more strongly link learning and employee engagement	45.7%
To determine the ROI of learning programs	44.4%
To more strongly link learning and reduced turnover	27.2%
To provide input to the performance management process	26.5%

Data Challenges

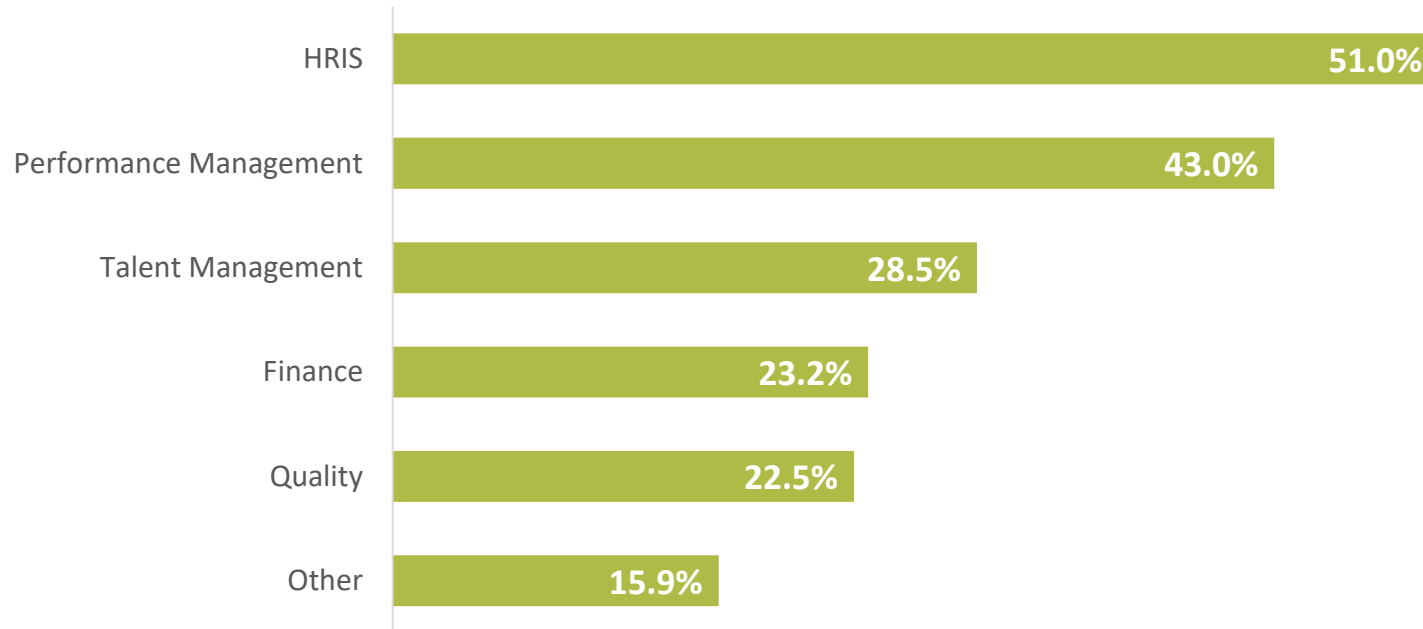|	
18%	We have data analysts dedicated to learning
29%	We have data analysts that are shared across the organization
40%	We have no actual data analysts, but have employees using data analysis tools
13%	We have no internal data analysts

Data Challenges

Data Sources Used for Learning Analysis

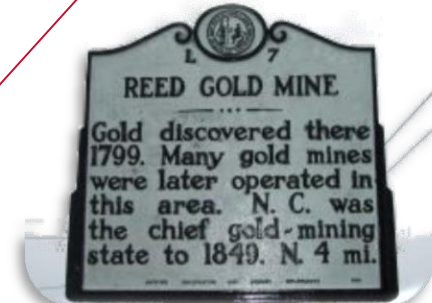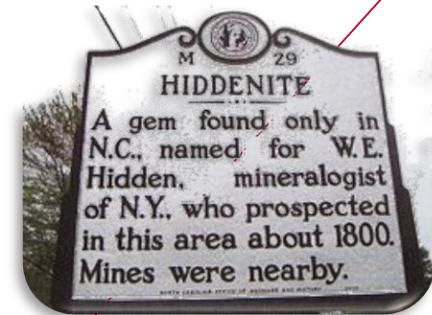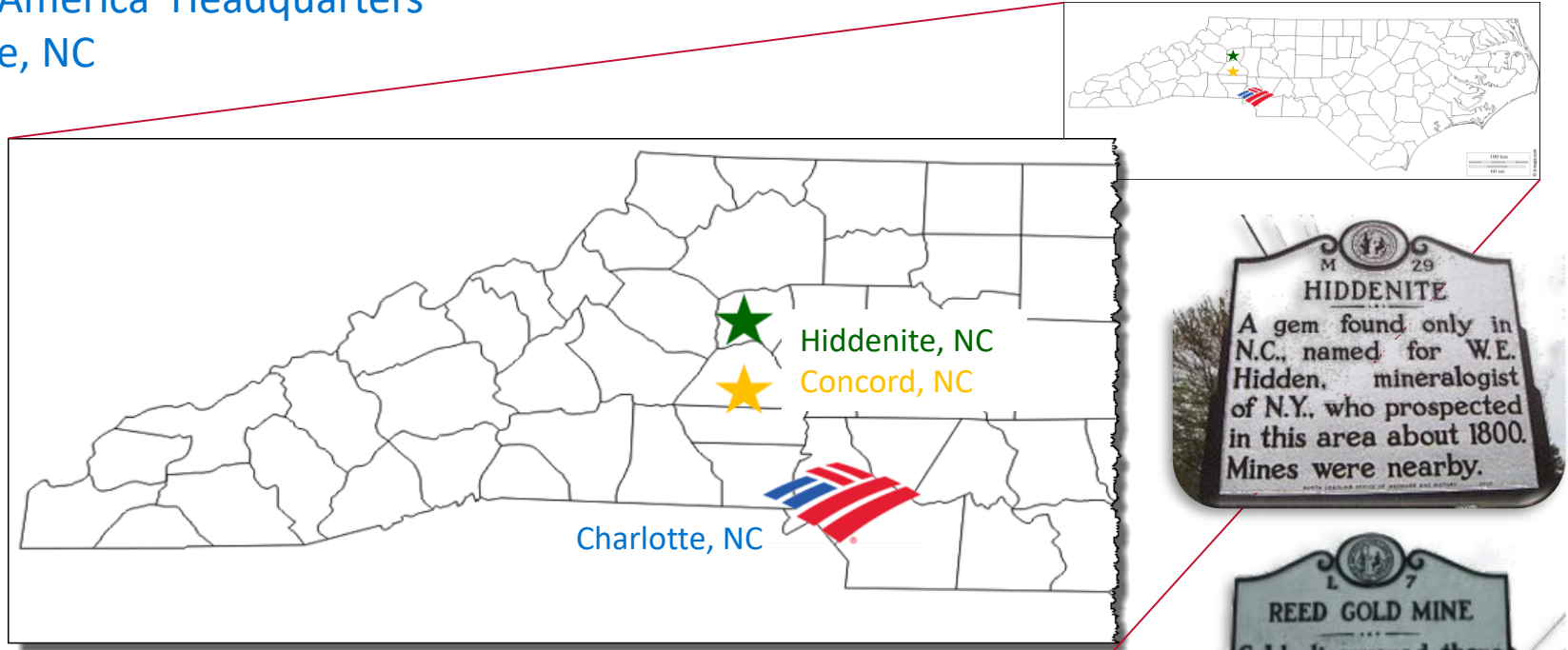| Source	Percentage
HRIS	51.0%
Performance Management	43.0%
Talent Management	28.5%
Finance	23.2%
Quality	22.5%
Other	15.9%

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

Challenge of Learning and Development Planning

Learning planning is typically done on an annualized basis resulting in the following challenges:
- Top of mind thinking
- Heavy emphasize on current viewpoint
- Misses trends throughout the year
- Results in high cancellation rates
- No data driven solution only guess based on past experience

Bank of America Headquarters
Charlotte, NC

Hiddenite, NC
Concord, NC
Charlotte, NC

HIDDENITE
M 29
A gem found only in N.C., named for W.E. Hidden, mineralogist of N.Y., who prospected in this area about 1800. Mines were nearby.

REED GOLD MINE
L 7
Gold discovered there 1799. Many gold mines were later operated in this area. N.C. was the chief gold-mining state to 1849. N. 4 mi.

- 47 million consumer and small business relationships
- 34 million digital banking clients
- 200,000 ↑ employees

- 4,500 retail financial centers
- 16,000 ATMs

- Operations in 50 states
- more than 35 countries

Enterprise Learning and Development Tool [ELDT]

- Strategic Business Planning and Portfolio Management Tool

- End-to-End; Concept to Completion

- Four Stage Workflow:
  1. Inception
  2. Performance Consultation
  3. Plan Approvals and Management
  4. Audience Identification and Execution

- Customer Relationship Management (CRM) System for Learning

- Curation-Enabler

- Key Differentiator = Data Integration

Planning Your Data Mining

What?		**Where?**		**Why?**
Business Strategy/Priorities	→	- Annual Strategic Plan - - Initiative Planning Docs - - Business Goals/Scorecard(s) -	→	Role-based Performance Change Expectations
Business Operations	→	- Procedures - - Policies - - Systems/Technology -	→	Role-based Functional Change Expectations
Laws, Rules, & Regulations	→	Regulatory Tracking System	→	Required and Proactive Adherence Standards
Human Capital/ Talent Management	→	- Performance Management - - Assessment (i.e. 360° Feedback) – - Acquisition Forecasts -	→	Key Competency Gaps/Opportunities New Hire Target/Volume Planning

Mining for Data [How?]

Emerald Clarity

Clean   Moderately Flawed   Heavily Flawed

- Sizable
- Reliable
- Stable

- Manual
- Upload
- Integrated Feed

Unearthing the Gems [How?]

Business Rules Defined for Data Analysis

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

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

Successful Data Mining

Impactful vs Meaningful Data

You'll not only need to take in massive amounts of data, you'll need "to be able to process it and think through it and intellectually assess it" to determine what's important

Bank of America CEO Brian Moynihan

Three Steps to Successfully Refining Data

1. Source of your data
2. Story of the data
3. Redefine rules, if needed

Data Mining Changing the Dialoged

- Movements and changes to different level of consciousness – develop good baseline for measurements

- Improve predictability of change
  - Identify controllable change
  - Plan for change as a constant

QUESTIONS?

Thank you

for joining us today!

If you have any additional questions, please email us at success@brandonhall.com.

Learn More About Us

Products and services that we offer

How We Help You

- Learning & Development
- Talent Management
- Leadership Development
- Talent Acquisition
- Workforce Management

MEMBERSHIP

STRATEGIC CONSULTING

**EXCELLENCE AWARDS**

PROFESSIONAL DEVELOPMENT

We Do This Through…

Research and Analysis that Define New HCM Standards

Success Stories from Global Organizations that Show those Standards in Action

Professional Development that Assesses Current State and Enables Innovation

Flexible Services to Design and Implement Transformative Solutions

Recognition that Validates the Transformation
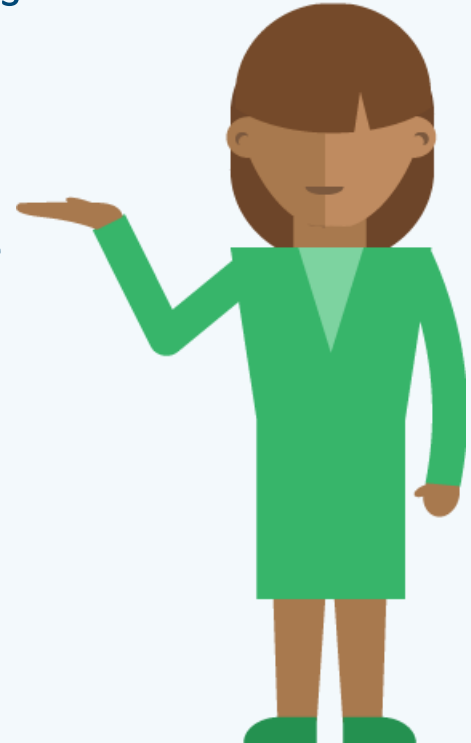
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Strategic Consulting Offers Expert Solution Development

BENCHMARKING

- Competitive/Comparative
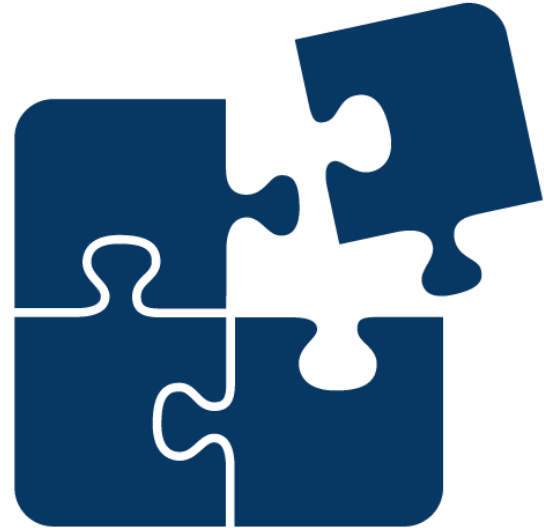- Maturity Model
- Custom Research

STRATEGY

- Business Case
- Planning
- Organization & Governance

TECHNOLOGY SELECTION

- Vendor Selection
- Architecture Design
- Systems Evaluation

DEVELOPMENT & INTEGRATION

- Program Design
- Assessment
- Survey
- Process Integration

To learn more about consulting, please email us at success@brandonhall.com

Why Brandon Hall Group

1   **We offer flexible, high-value memberships** that offer everything you need at a cost you can afford.

2   **Our research is better** – more targeted, easily digestible, focused on business results, predictive, prescriptive.

3   **Our solutions gets better results** – research-driven, focused on the business, simple, targeted, flexible approach.

4   **Our case studies are unique** for their diversity and focus on business results.

5   **Our professional development is practical, tailored** to your needs, and equips you to take action.

What Our Clients Have to Say

Brandon Hall Group's Excellence Awards allows you to take a deeper dive and evaluate the programs that you've created at a level that you might not have the opportunity to do… They have always been a cornerstone for me.

- Katrina Williams, Director, Sales Capability

CDW

https://youtu.be/OgdA_tpM55U

What Our Clients Have to Say

I describe the attention and that customer service that I've experienced as being excellent. They are very attentive and wherever I need to be connected to whomever, they are there to help me.

- Joanne Veech, Global Talent Leader

PwC

https://youtu.be/YkY-v8gfW5k