

The Learning & Performance Link: Making the Connection



Brandon Hall
GROUP

Today's Presenters



David Wentworth
Principal Learning Analyst
Brandon Hall Group
@DavidMWentworth



Hawley Kane
Head of Organizational Talent &
Leadership Development
Saba



SABA TALENT MANAGEMENT

Put Your People in the Driver's Seat
of their Development Experience



HCM Research and Advisory Firm

FOUNDED IN 1993

Community of 300,000+

10,000 Global Clients

Leading Independent HCM
Research & Analyst Firm

Publishing 2+ Pieces of
Research Each Day



Sample of Our Clients



How We Help You



Learning
& Development



Talent
Management



Leadership
Development



Talent
Acquisition



Workforce
Management



MEMBERSHIP



**STRATEGIC
CONSULTING**



**EXCELLENCE
AWARDS**



**PROFESSIONAL
DEVELOPMENT**



Open Surveys

- Learning and Development Benchmarking
- HCM Outlook 2019
- Workforce Management Technology
- Talent Risks

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

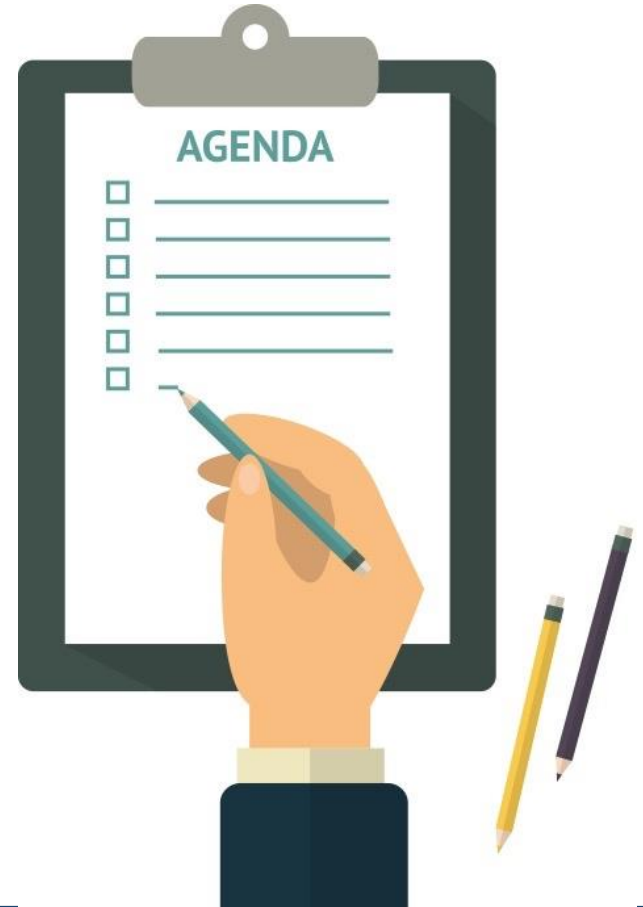


- Submit your **questions** or **comments** about the discussion to our presenters using the **Questions** tab on your control panel.
- Presentation **slides** and **giveaways** can be found in the **Handouts** tab on your control panel.

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

Agenda

- Learning Measurement
 - Model
 - Drivers
 - Challenges
 - Outcomes
- Learning & Performance
 - Making the connection
 - Personalization
 - Convergence model



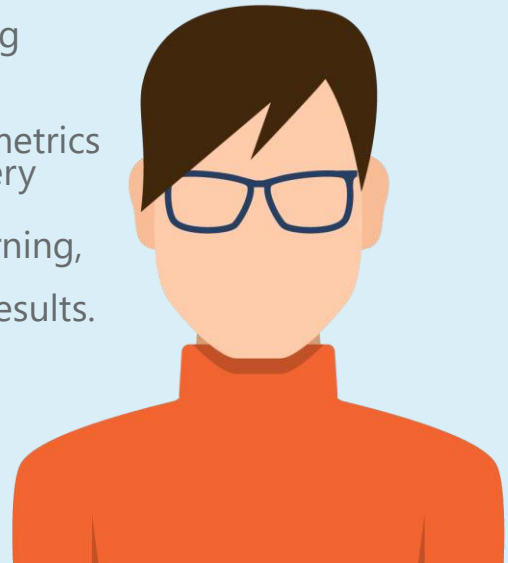
Learning Measurement



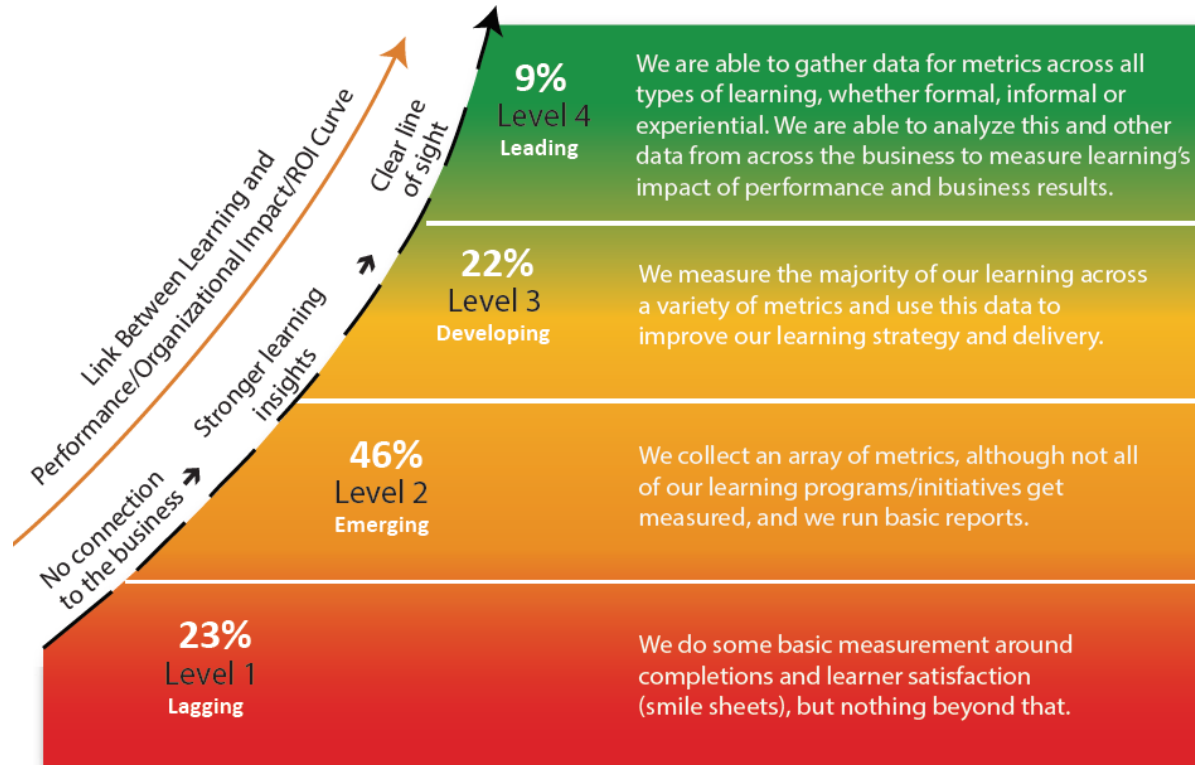
Poll Question

Are you measuring learning at your organization?

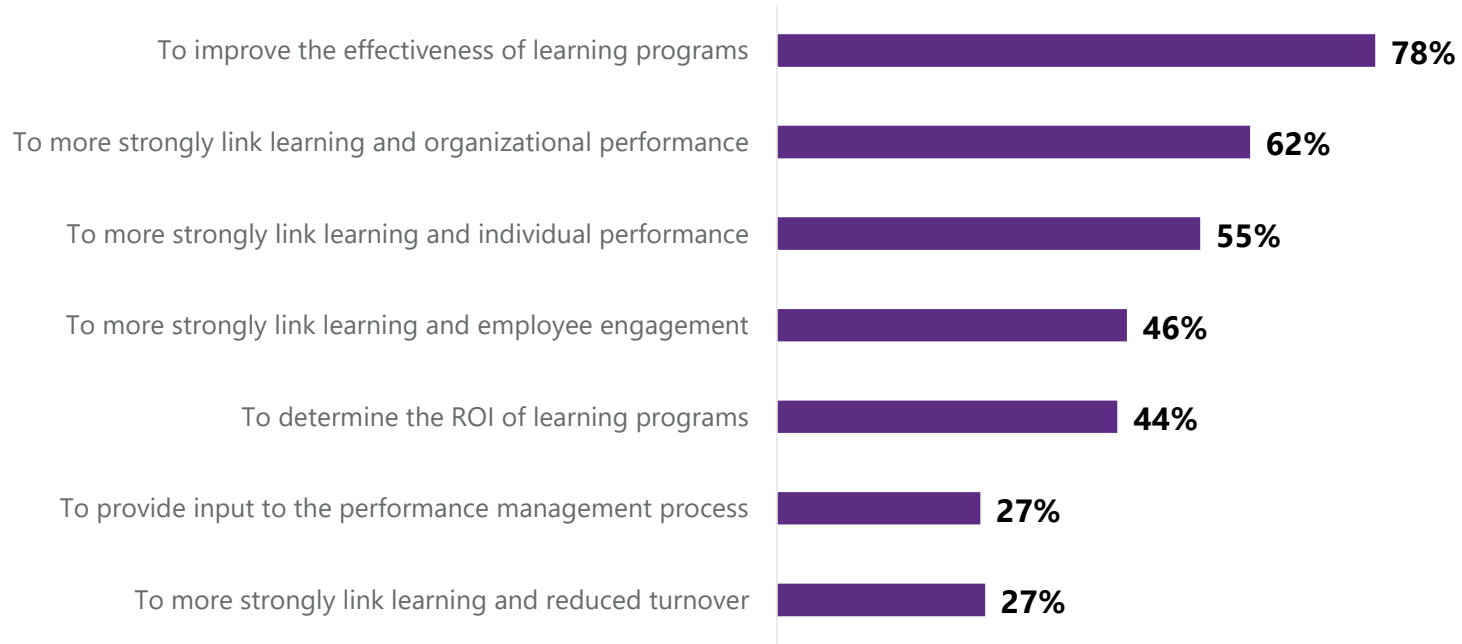
- We do some basic measurement around completions and learner satisfaction (smile sheets), but nothing beyond that
- We collect an array of metrics, although not all of our learning programs/initiatives get measured, and we run basic reports
- We measure the majority of our learning across a variety of metrics and use this data to improve our learning strategy and delivery
- We are able to gather data for metrics across all types of learning, whether formal, informal or experiential. We are able to measure learning's impact on performance and business results.



Learning Measurement Impact Model



Drivers of Learning Measurement



BHG, 2018 Learning Measurement Survey, n=483

Measurement Challenges



More than two-thirds of companies say that an inability to measure learning's impact represents a challenge to achieving critical learning outcomes

BHG, 2018 Learning Strategy Survey, n=333

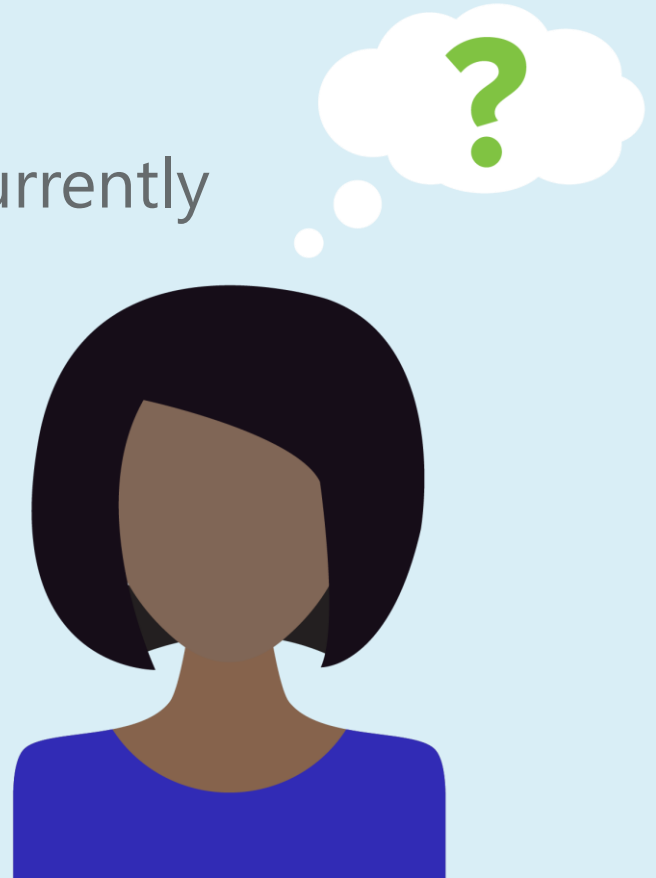
What is Being Measured?



Poll Question

What learning outcomes are you currently measuring at your organization?

- Participation
- Content feedback/ratings
- Employee performance
- Employee engagement
- Retention and promotions

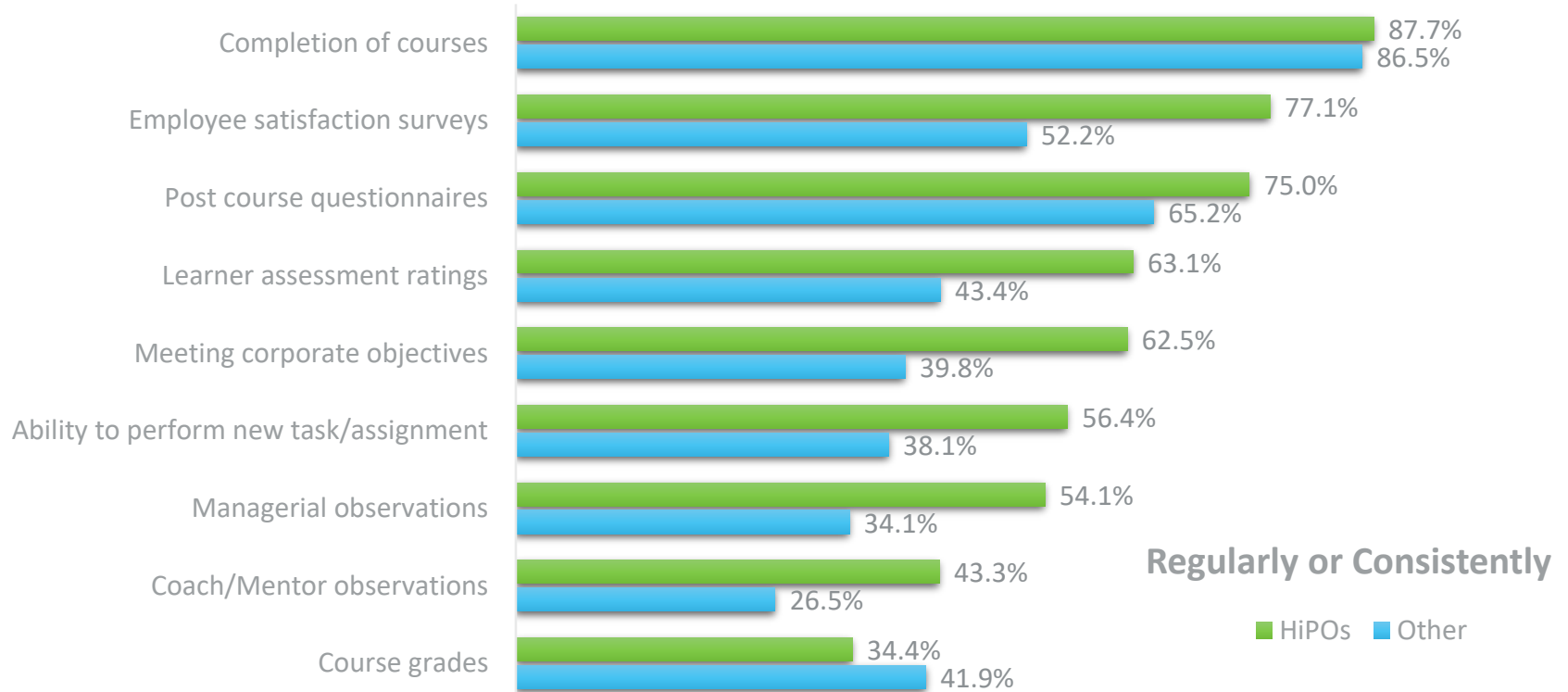


High-Performing Organizations (HiPOs)

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

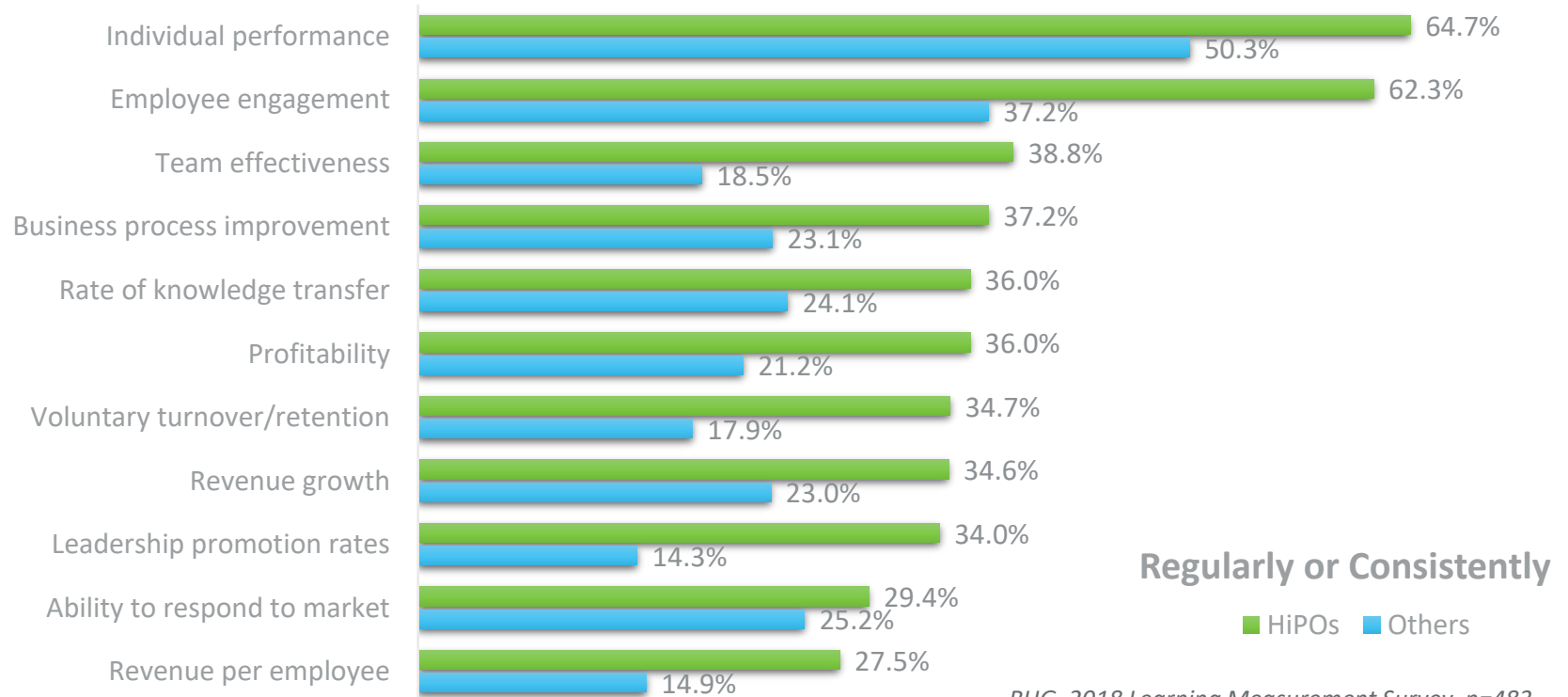


Top Metrics Used



BHG, 2018 Learning Measurement Survey, n=483

Outcomes Measured



Regularly or Consistently

■ HiPOs ■ Others

BHG, 2018 Learning Measurement Survey, n=483



Business Outcome

- Improved employee engagement
- Increased employee retention
- Better service for constituents

Making the Connection



Linking Learning to Performance

	HiPOs	Others
We use a Balanced Scorecard System	17.9%	18.1%
We review L&D goals compared to corporate objectives at least on a quarterly basis	46.3%	25.3%
We link L&D objectives to departmental goals	50.8%	32.4%
We link L&D objectives to individual performance reviews	41.8%	31.9%
We align L&D objectives with needs of key business stakeholders	50.8%	41.8%
We use a cascading set of goals that link corporate objectives to L&D objectives	38.8%	24.7%
We target competency and skill gaps and align L&D objectives to closing gaps	56.7%	48.4%

BHG, 2018 Learning Measurement Survey, n=483

Learning ~~is changing~~ *has changed*

Company driven

Compliance

Event-based

Classes and Completions

Knowledge acquired

Self-driven

Personalized & Relevant

Anytime and Anywhere

Social and Collaborative

Knowledge applied



Purpose Driven Learning



Keep it Simple

Five Customer Education Webinars

Plan and execute five customer education webinars this quarter with 1000+ attendees per event and 85% or higher satisfied/very satisfied response on content.

Parent goal: **Customer Experience** 0% [Change](#) | [Clear](#)

Sub-goals: (0% Average Progress for Active Goals) **Build SME program for product evange..** 0%
[+ Add sub goal](#)

GOAL ACTIVITIES

SKILLS DEVELOPMENT

- ✖ [Communication](#)
- ✖ [Presentation Skills](#)

LEARNING (3)

Marketing Foundations Influencer Marketing

Assigned

Content Marketing Slides

Assigned

Leading a Customer-Centric Culture

Assigned

[Add learning](#)

STATUS [EDIT](#)

Amanda Barry

Due Date: 31-DEC-2018

Status: Active

GOAL DETAILS

Assignee: [Amanda Barry](#)

Start Date: 01-OCT-2018

Category: FY19 Strategy

RESOURCES

[The Learning and ...](#) **PROOF OF...**

[Add another attachment](#) [Add link](#)



Business Outcome

- Increased employee retention
- Business goal and L&D alignment

Poll Question

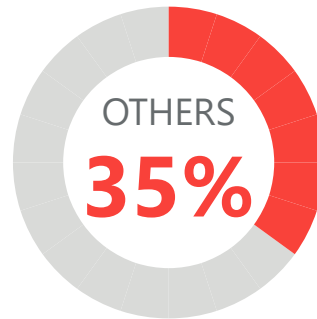
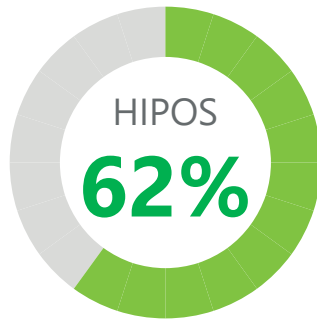
Do you enable personalized, self-driven learning experiences at your organization today?

- Yes
- No



Personalized Learning

The process of providing learning experiences based on the employee's professional and personal needs/interests and being able to access that learning in a venue and time frame that is best for the employee.



ENGAGING

SCALABLE

IMPACTFUL

RELEVANT

ACCESSIBLE



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

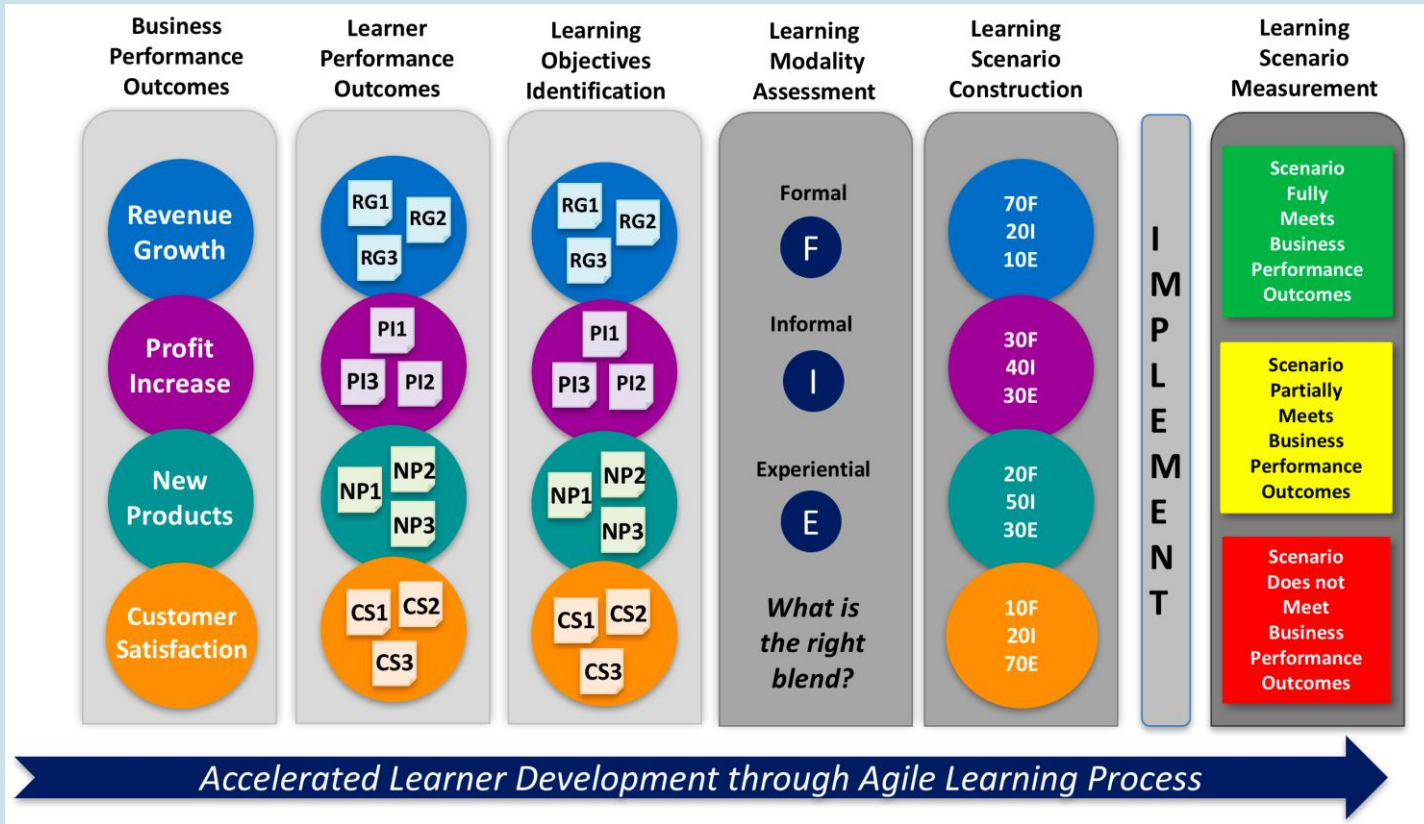
95%

Personalized learning has improved the link between learning and **individual performance**

91%

Personalized learning has improved the link between learning and **organizational performance**

Learning and Performance Convergence Model



Learning is no longer the outcome... it's behavior that drives performance



Business Outcome

- Purpose driven learning
- Career growth
- Culture of ongoing development



Takeaways

- Think in terms of outcomes
- Learning programs should be focused 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 on one another

Poll Question

Are you interested in learning more about Saba's learning management solutions?

- Yes, please!
- Not at this time



A man with short dark hair and a beard, wearing a blue denim shirt, is smiling and looking at a tablet computer. The background is a blurred indoor setting with a brick wall and a window with green frames.

Learn More

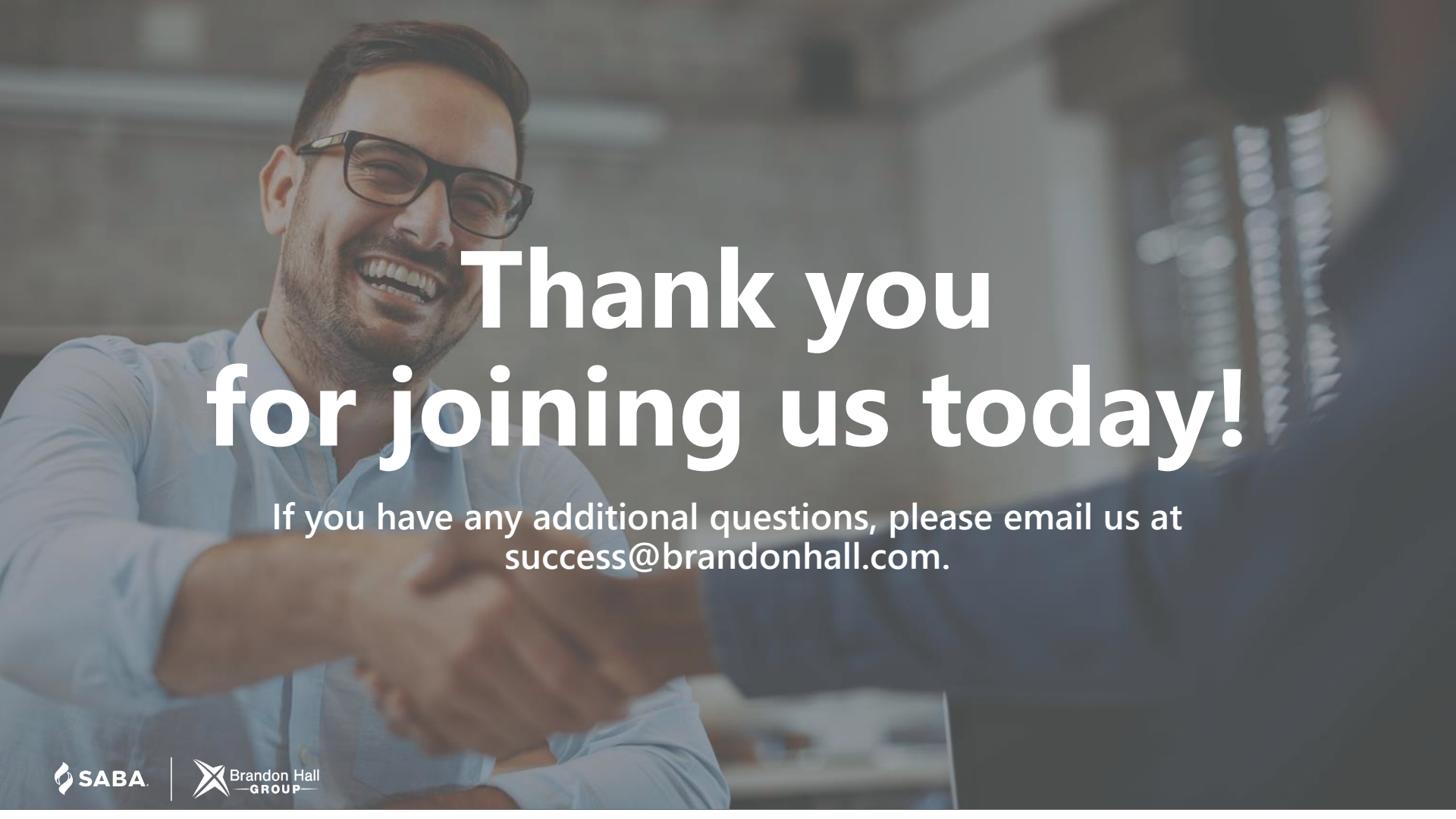
If you'd like to learn more about Saba learning management solutions, register for the November 14th for a Product Tour!

Register at www1.saba.com/PT-1114-Learning.html





Questions?



Thank you for joining us today!

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

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- Client Associate
- Monthly Meetings



To learn more about becoming a member or to sign up for a free trial, please email us at success@brandonhall.com

We Do This Through...

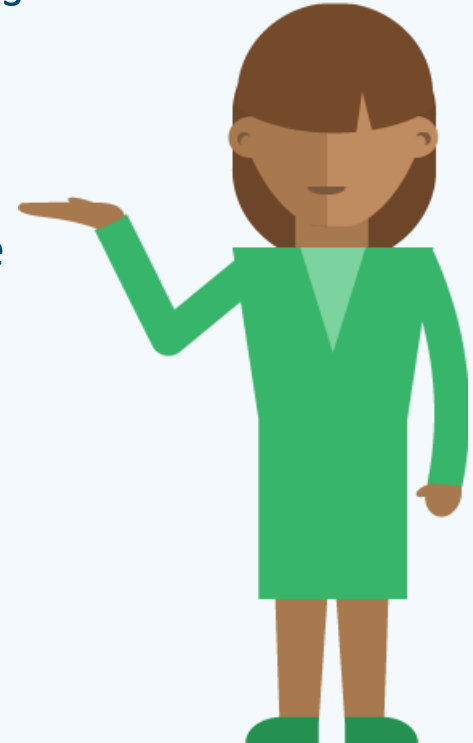
Research and Analysis that Define New HCM Standards

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



Strategic Consulting Offers Expert Solution Development

BENCHMARKING

- Competitive/Comparative
- Maturity Model
- Custom Research

STRATEGY

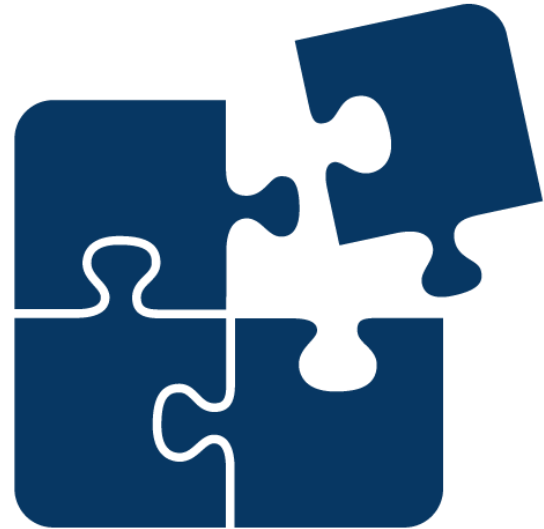
- Business Case
- Planning
- Organization & Governance

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>