

Once Upon a Time in Learning Measurement ...



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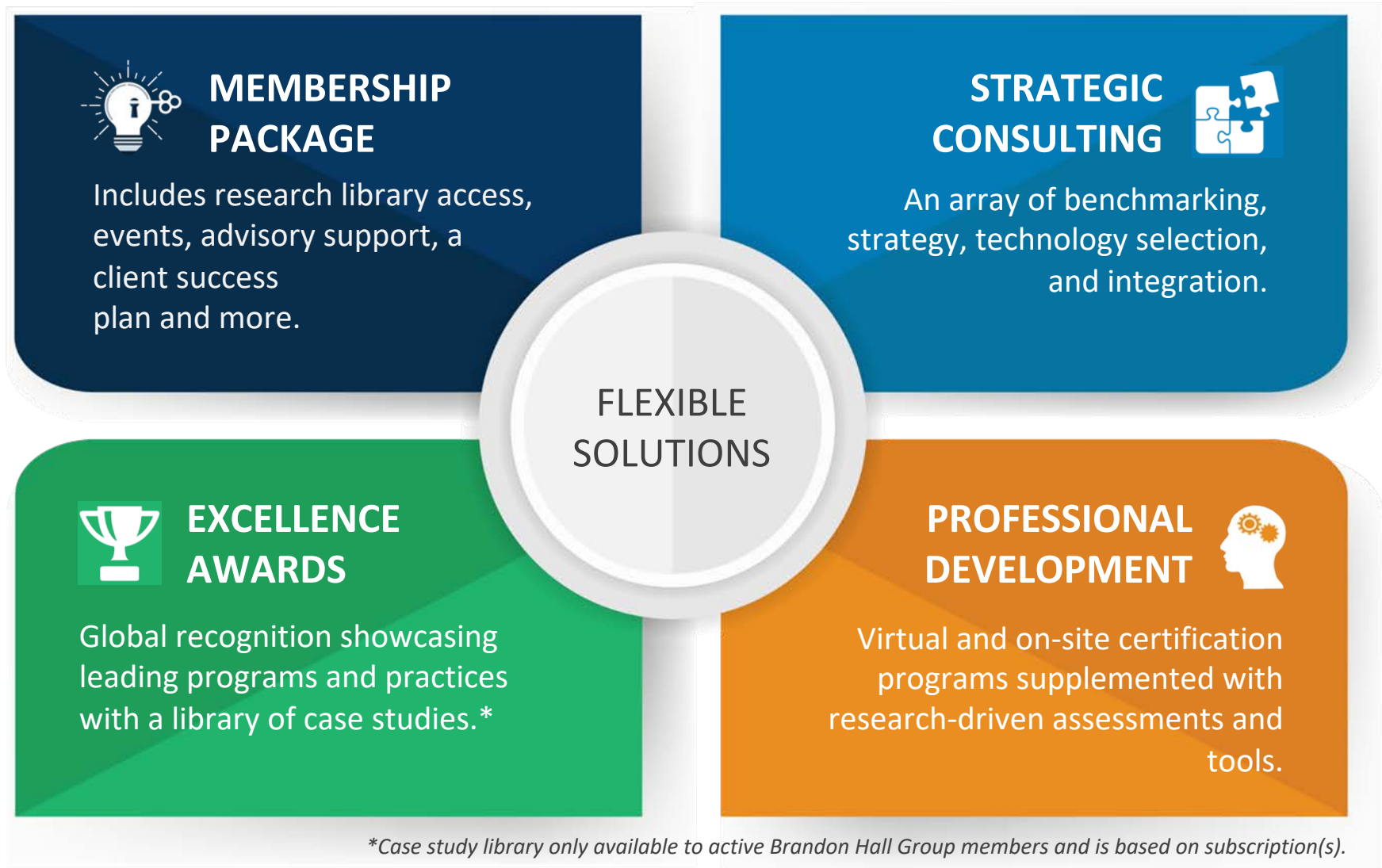
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ONCE UPON A TIME IN...
LEARNING MEASUREMENT

Axonify™



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Chief Learning Architect



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Principal Analyst



Fixing learning
measurement begins with
mindset – the way we
think about the role and
value of data in our work.



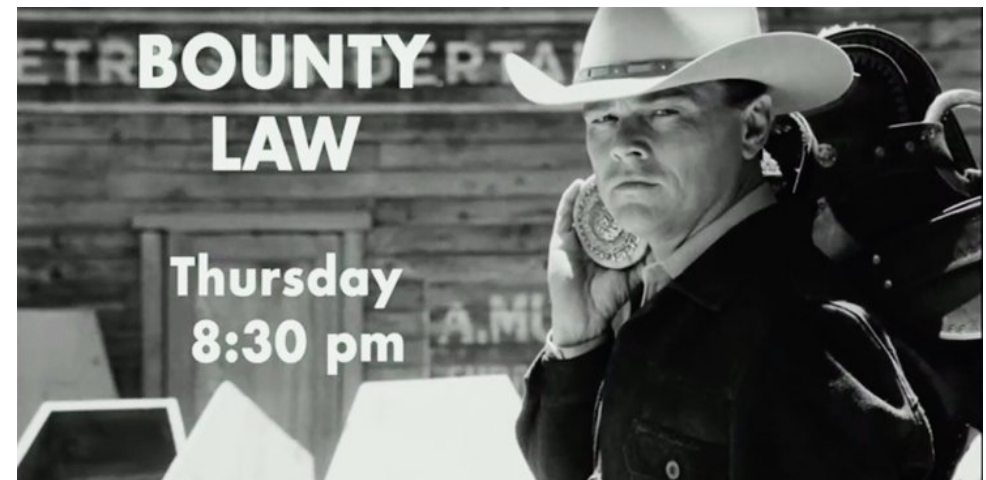
THE 9TH FILM FROM QUENTIN TARANTINO

The story of L&D has a lot of similarities with the film ...





... especially the story of **Jake Cahill**.



Once upon a time

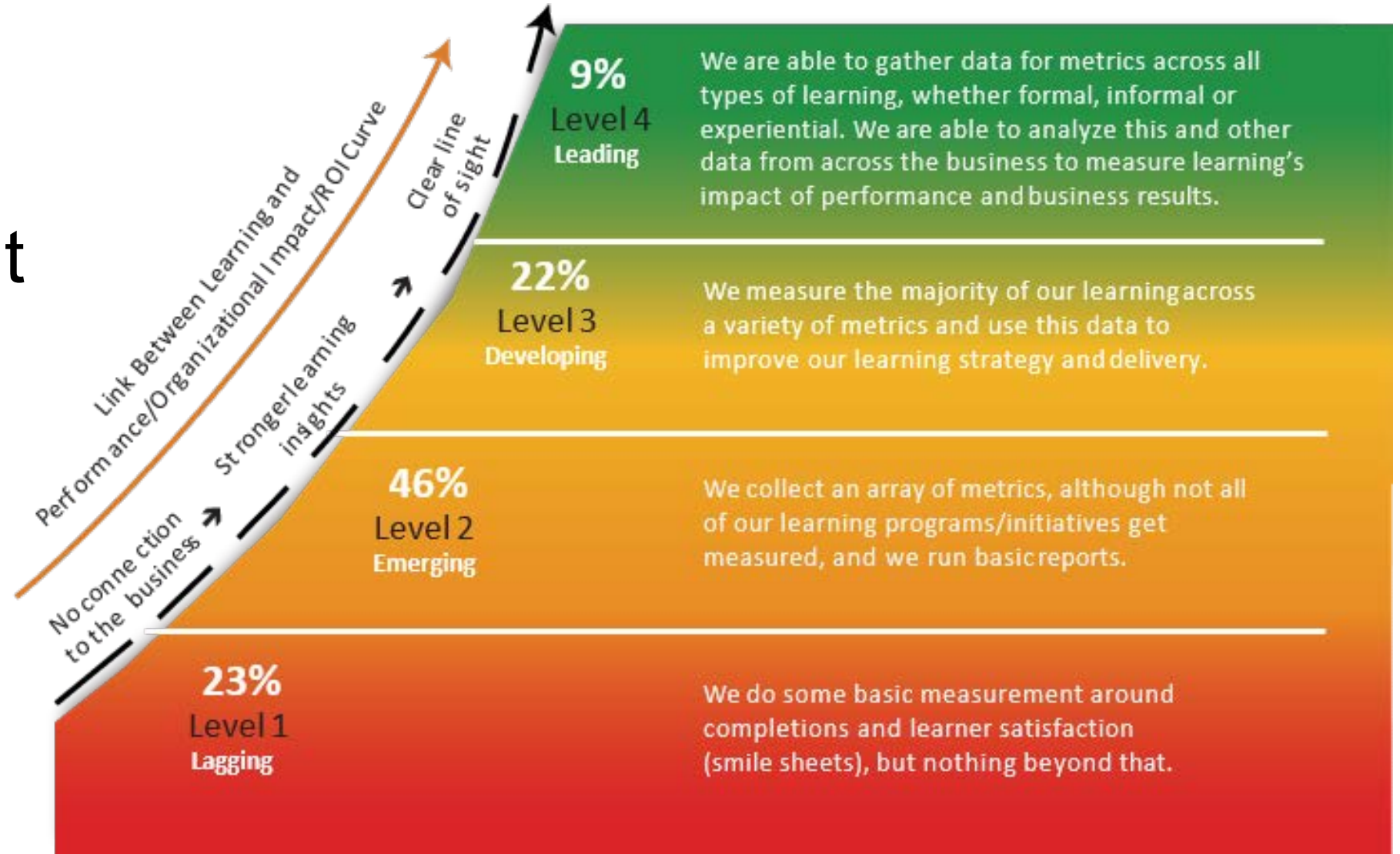


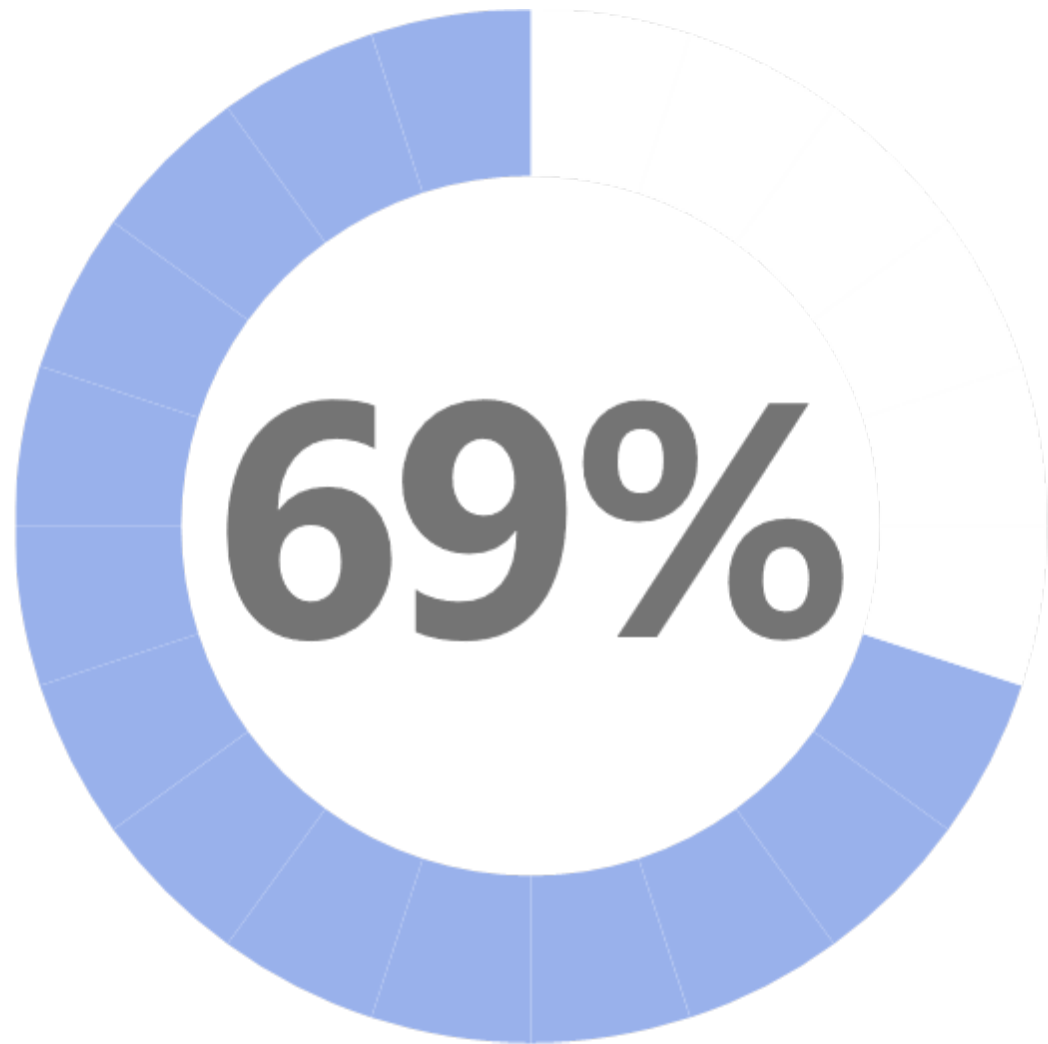
Chapter 1

Why do we have to tell this story?



Measurement Maturity Model





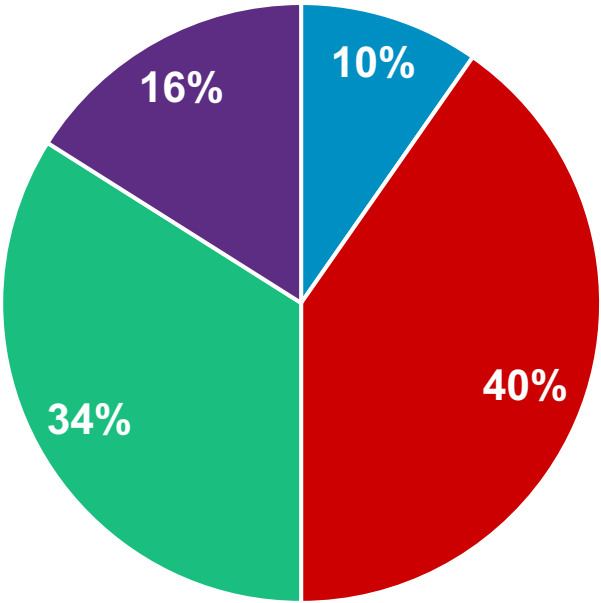
More than two-thirds of companies say that an inability to measure learning's impact represents a challenge to achieving critical learning outcomes

BHG, 2019 Learning Strategy Survey

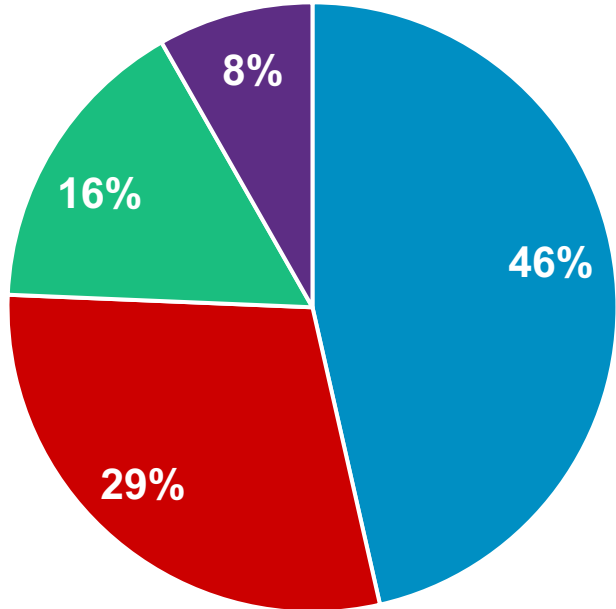


Effectiveness of Learning Measurement

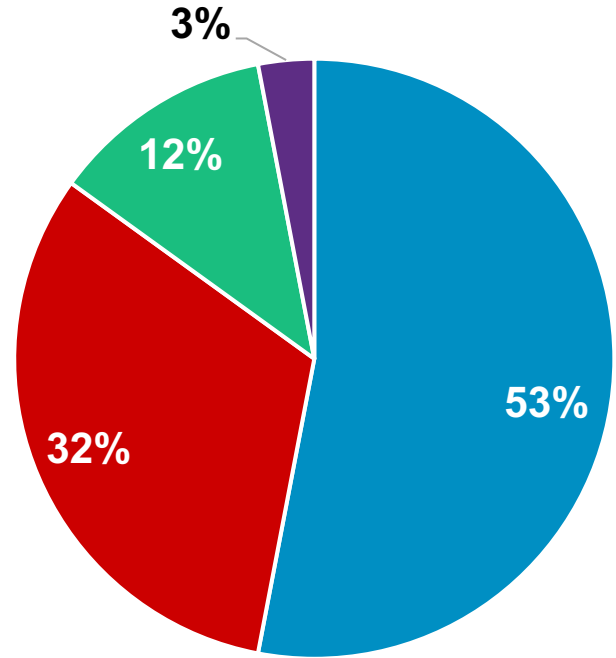
Formal



Experiential



Informal



- Not at all
- Somewhat
- Moderately
- Highly

BHG, 2019 Learning Measurement Survey

Chapter 2

Why is measurement a priority?



sendvič sandwich

- rdeči kruh, gorenje pleče, ementaler sir, majoniza, ketchup
- rdeči kruh, svinjsko pleče, sirni namaz, ketchup
- rdeči kruh, svinjsko pleče, sirni namaz, ketchup, majoniza
- rdeči kruh, svinjsko pleče, sirni namaz, ketchup, majoniza, solna paprika
- rdeči kruh, svinjsko pleče, sirni namaz, ketchup, majoniza, solna paprika, paradižnik
- rdeči kruh, svinjsko pleče, sirni namaz, ketchup, majoniza, solna paprika, paradižnik, tartar
- rdeči kruh, svinjsko pleče, sirni namaz, ketchup, majoniza, solna paprika, paradižnik, tartar, majoniza
- rdeči kruh, svinjsko pleče, sirni namaz, ketchup, majoniza, solna paprika, paradižnik, tartar, majoniza, solna paprika

solate salads

- solata, pečena slanina, pečena čebula, majoniza, solna paprika
- solata, pečena slanina, pečena čebula, majoniza, solna paprika, solna paprika
- solata, pečena slanina, pečena čebula, majoniza, solna paprika, solna paprika, solna paprika
- solata, pečena slanina, pečena čebula, majoniza, solna paprika, solna paprika, solna paprika, solna paprika

People need solutions that **work.**



L&D will be held **accountable**.



L&D needs data to **advance**.

Chapter 3

Why aren't our existing models working?

Why does L&D **struggle** to apply existing models?



Level 2: Learning

Learning evaluation is the measurement of the increase in knowledge—before and after.



Level 1: Reaction

Reaction evaluation is how participant feels about the training or learning experience.



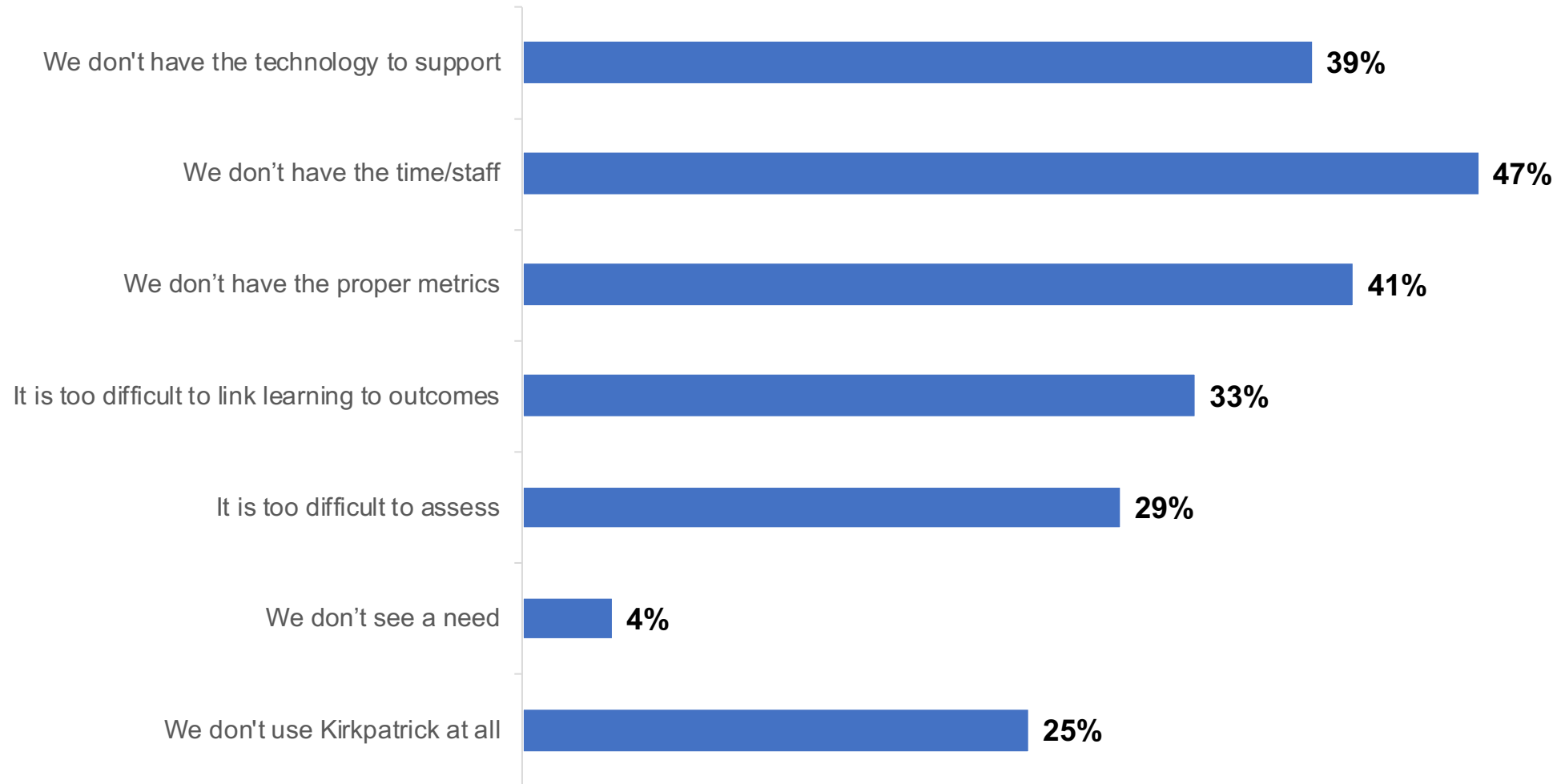
Traditional measurement is anchored in a **place-and-time** approach to learning.



Programmatic measurement is a **heavy lift** for teams with limited capacity and expertise.



Why Aren't We Measuring Behaviors and Impact



BHG, 2019 Learning Measurement Survey



Many traditional workplace learning tactics are **data-poor**.



L&D doesn't just need more data.
We need a **data-rich** approach.

Chapter 4

How do we improve?



L&D can follow the path established by **Marketing**.

Start by asking the right question.

What problem are you trying to solve?

VELOCITY

Speed at which data is generated and analyzed

VARIETY

Different types and forms of data

VERACITY

Trustworthiness of data collected

VOLUME

Scale of data generated and collected for analysis

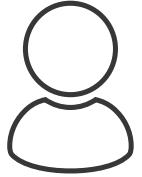
VALUE

Ability to transform data into value for the business

Expand your definition of **data**.



Identify the data you **need**.



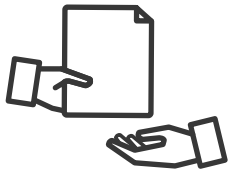
Demographic

Who is this person?



Connections

How does this person engage with the org?



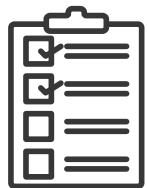
Consumption

What has this person reviewed?



Knowledge

What does this person know right now?



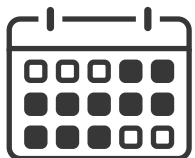
Feedback

What does this person say they want/need?



Behavior

What is this person doing on the job?



Context

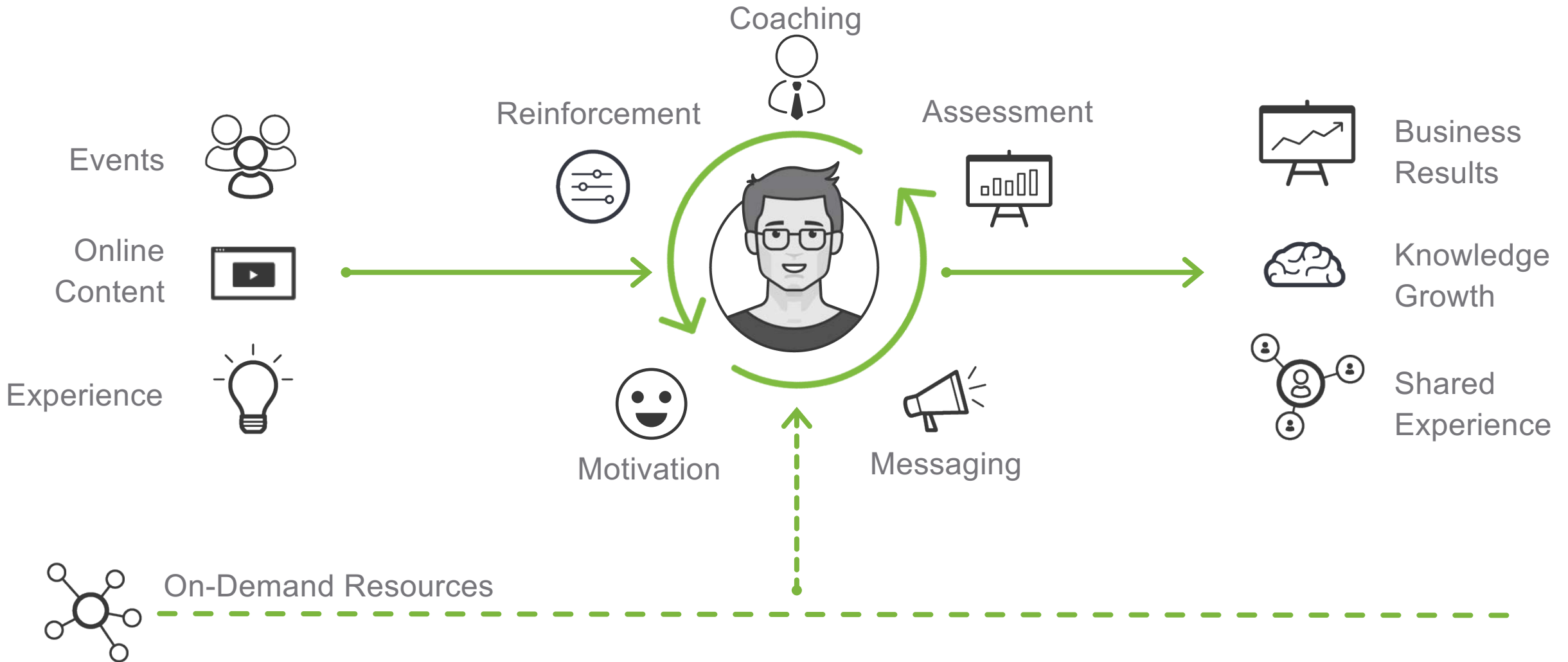
What else is happening around this person?



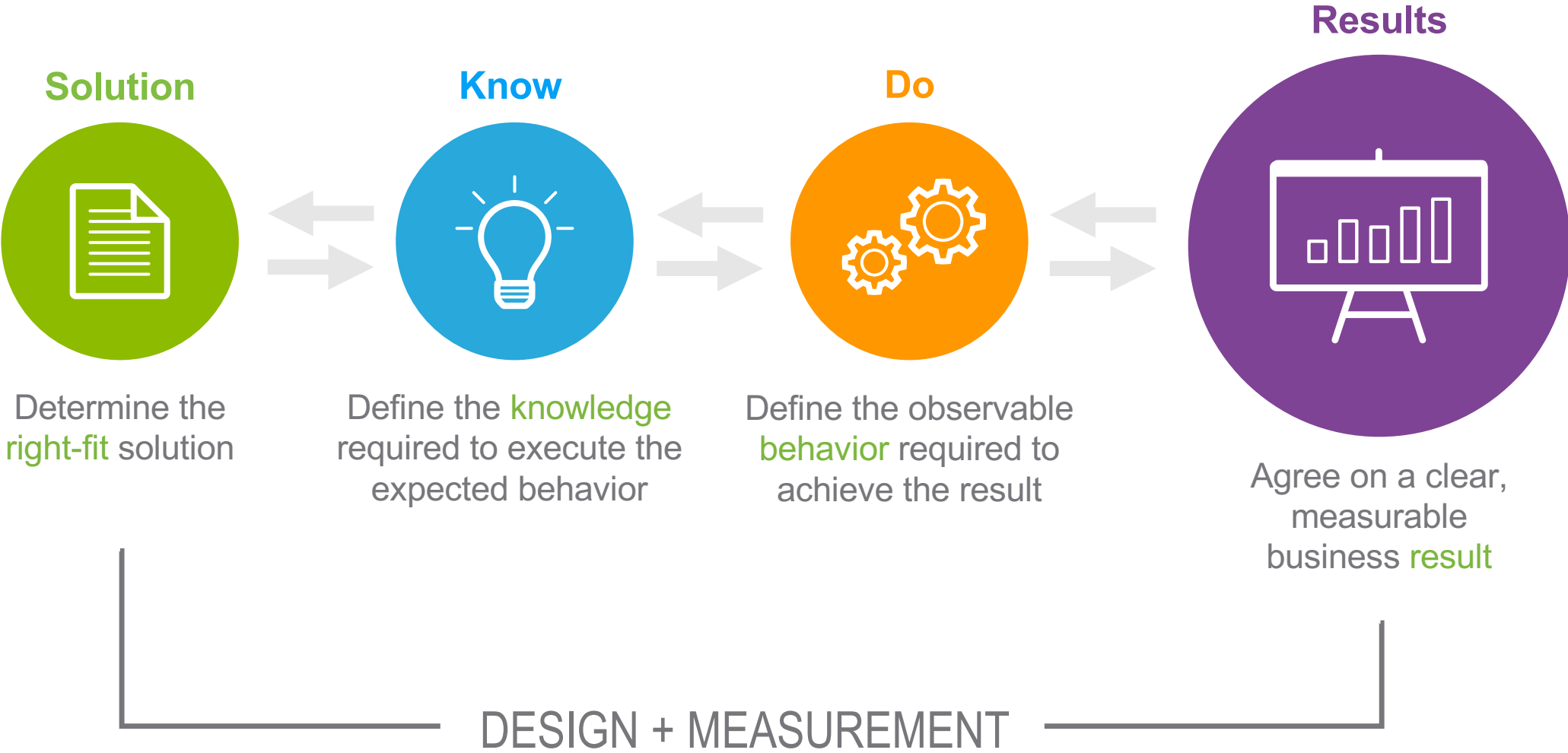
Results

What impact is this person having on business outcomes?

Adopt data-rich **tactics**.



Design data-rich solutions.



View measurement (and learning) as **continuous**, not programmatic.

Adaptation

How can we continuously adapt our support tactics to ensure optimum results?

Engagement

How are people engaging with learning opportunities?

Prediction

How are we projected to perform in the future with our key business goals?

Learning

How is people's knowledge changing over time?

Outcomes

How is learning impacting business results and delivering ROI?

Behaviors

How are people's behaviors changing on the job?



Chapter 5

Can you give me some examples?



**The true business
impact of frontline
employee training**

Data and insights from real organizations
December 2019

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260,000

frontline employees

18 million

training sessions

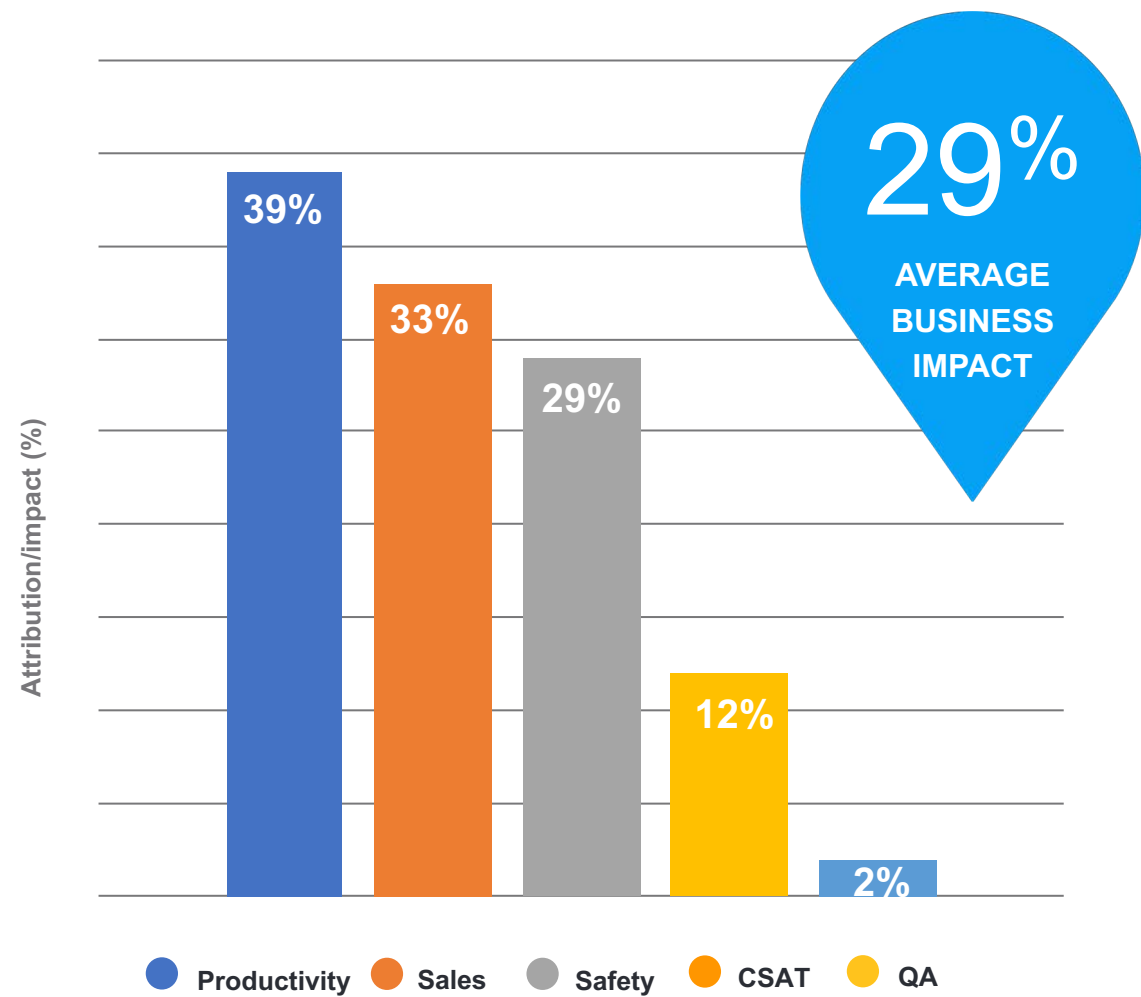
12 months

of quality data

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Impact measurement is **real**



Chapter 6

What should we do next?

Determine what **problems** you are trying to solve

Work with SMEs to determine what data is **available**

Evaluate your design process and learning tactics to determine how they can become more **data-rich**

Work with technology **providers** to expand your data options

Experiment

Conclusion

L&D cannot become a highly valued strategic business partner until we fix measurement.

TAKE5



Your monthly burst
of microlearning.

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How can I **personalize**
workplace learning?



3:52 minute watch

Our everyday digital experiences are increasingly personalized to our needs. But how can we apply this same idea to workplace learning?

WATCH THE VIDEO

Dig deeper

[The Ultimate Guide to Personalized and Adaptive Learning](#) – from Axonify

[The Formula for Personalized Learning](#) – from LearnGeek



Podcast: Driving Business Performance with People Data

David Green shares the best resources on how to improve the use of people data in the workplace. Listen as he chats with Edward Houghton from CIPD.

[Hear the proof >](#)



The 10-Second Secret to Faster Learning

Here's yet another example of scientific research that calls out the faults in traditional learning methods while offering a human-focused alternative.

[Make it quick >](#)

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