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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.
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.

<table>
<thead>
<tr>
<th>Drivers of Learning Measurement</th>
<th>78%</th>
<th>62%</th>
<th>55%</th>
<th>46%</th>
<th>44%</th>
<th>27%</th>
<th>27%</th>
</tr>
</thead>
<tbody>
<tr>
<td>To improve the effectiveness of learning programs</td>
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<td>To more strongly link learning and organizational performance</td>
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<td>To more strongly link learning and individual performance</td>
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<td>To more strongly link learning and employee engagement</td>
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<td>To determine the ROI of learning programs</td>
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<td>To provide input to the performance management process</td>
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<tr>
<td>To more strongly link learning and reduced turnover</td>
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</table>

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

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

Source: 2018 Brandon Hall Group Learning Strategy Survey (n=333)
### Top Metrics Used

<table>
<thead>
<tr>
<th>Metric</th>
<th>HiPOs</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion of courses</td>
<td>88%</td>
<td>86%</td>
</tr>
<tr>
<td>Employee satisfaction surveys</td>
<td>77%</td>
<td></td>
</tr>
<tr>
<td>Post course questionnaires</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Learner assessment ratings</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td>Meeting corporate objectives</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Ability to perform new task/assignment</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>Managerial observations</td>
<td>54%</td>
<td></td>
</tr>
<tr>
<td>Coach/Mentor observations</td>
<td>43%</td>
<td></td>
</tr>
<tr>
<td>Course grades</td>
<td>34%</td>
<td>42%</td>
</tr>
</tbody>
</table>

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

### Outcomes Measured

<table>
<thead>
<tr>
<th>Outcome</th>
<th>HiPOs</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual performance</td>
<td>65%</td>
<td>50%</td>
</tr>
<tr>
<td>Employee engagement</td>
<td>62%</td>
<td>37%</td>
</tr>
<tr>
<td>Team effectiveness</td>
<td>39%</td>
<td>18%</td>
</tr>
<tr>
<td>Business process improvement</td>
<td>37%</td>
<td>23%</td>
</tr>
<tr>
<td>Rate of knowledge transfer</td>
<td>36%</td>
<td>24%</td>
</tr>
<tr>
<td>Profitability</td>
<td>36%</td>
<td>21%</td>
</tr>
<tr>
<td>Voluntary turnover/retention</td>
<td>35%</td>
<td>23%</td>
</tr>
<tr>
<td>Revenue growth</td>
<td>35%</td>
<td>14%</td>
</tr>
<tr>
<td>Leadership promotion rates</td>
<td>34%</td>
<td>14%</td>
</tr>
<tr>
<td>Ability to respond to market</td>
<td>29%</td>
<td>25%</td>
</tr>
<tr>
<td>Revenue per employee</td>
<td>27%</td>
<td>15%</td>
</tr>
</tbody>
</table>

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

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.

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

<table>
<thead>
<tr>
<th>HiPOs</th>
<th>Others</th>
</tr>
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<tbody>
<tr>
<td>18%</td>
<td>18%</td>
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<tr>
<td>46%</td>
<td>25%</td>
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<tr>
<td>51%</td>
<td>32%</td>
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<tr>
<td>42%</td>
<td>32%</td>
</tr>
<tr>
<td>51%</td>
<td>42%</td>
</tr>
<tr>
<td>39%</td>
<td>25%</td>
</tr>
<tr>
<td>57%</td>
<td>48%</td>
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</table>

We use a Balanced Scorecard System

We review L&D goals compared to corporate objectives at least on a quarterly basis

We link L&D objectives to departmental goals

We link L&D objectives to individual performance reviews

We align L&D objectives with needs of key business stakeholders

We use a cascading set of goals that link corporate objectives to L&D objectives

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

1. Set Objectives
   - Align goals
   - What does success look like?

2. Gaps/Support
   - Do I have what I need?
   - How can I grow my skills?

3. Ongoing Learning
   - Align learning
   - Integrate learning into workflow
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
- Company driven
- Compliance
- Event-based
- Classes and completions
- Knowledge acquired

NEW WAY
- 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

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.
Case Studies

HARFORD COUNTY MARYLAND

Business Outcome
• Improved employee engagement
• Increased employee retention
• Better service for constituents

We can look to Harford County, Maryland as an example of an organization that uses outcomes to measure learning. The County needed to improve employee culture and engagement, so it leveraged learning to drive this change. County leadership started by looking at engagement and retention scores for a baseline. Managers realized they needed to incorporate learning opportunities within the workflow and focus on their own leadership development. After rolling out the new learning programs over the course of a year using Saba TalentSpace™, the county saw improvements in engagement, retention and constituent service.

LAKE MICHIGAN CREDIT UNION

Business Outcome
• Increased employee retention
• Business goal and L&D alignment

Another example of an organization linking business goals with learning is Lake Michigan Credit Union. Leadership started by setting performance expectations with employees. Employees identified their goals and the skills they needed for current and future roles. The next step was assessing employees against these expectations. Individual development plans were created based on those expectations and learning was used to close any skill gaps. The entire learning and development program was implemented and measured using Saba Cloud™. Leadership found that retention improved when employees felt the organization helped them develop and supported their career growth.
Put Your People in the Driver’s Seat of their Development Experience

Transform Your Talent Management Programs to Create Value for Your People and Your Business.

The Saba Experience:
- 24/7 customer support
- Collaborative online customer community
- Value-added strategic services
- Regular user group meetings
- Standard or customized implementation services
- Dedicated customer success rep

Your success starts here!

Every company says they want to engage, motivate and inspire their people. As we see it, the problem is not that they can’t – it’s that they don’t have the environment that really enables their top talent to thrive. Saba creates that environment, with talent development solutions that put people and teams in the driver’s seat of their own experience, while staying aligned to your business goals. And delivering deep performance insights that connect people to business success, like no one else can. Saba. The Talent Development Company.

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About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 25 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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GET HELP TO DRIVE RESULTS FOR YOUR TALENT

In today’s volatile and global business climate, managing talent for high-performance plays an increasingly crucial role in an organization’s growth and future success. Effective talent management is a top priority in organizations everywhere because, while organizations recognize the need to obtain and retain people with the very best skills, they continue to struggle to implement effective strategies to do so. HR and Learning professionals need to be able to successfully define organizational talents needs and skills, identify talent strengths and career goals, and align organizational needs to individual needs. Rethink your strategy, validate your assumptions, transform your business, and optimize your time with the use of reliable data, tools, and guidance.
Our Services (Continued)

GET HELP WITH YOUR HR SERVICES MANAGEMENT & DELIVERY
As described in the employee lifecycle, processes are linked to employee transactional processes (e.g., compensation, benefits, compliance, contingent workforce management, etc.) via workforce planning and analytics.

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- Compliance
- Time & Labor Management

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- Executive Management
- Team Development
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- Technology Selection, Management & Integration
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- Budgeting & Forecasting

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At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient. Membership also provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

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