The Exact Expertise to
Ignite and Sustain Performance™

LSA Global | White Paper

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Training Measurement:
The Case for Why and How It Should Happen

by Tris Brown, President & CEO, LSA Global

Even though we have completed over 400 successful training measurement projects with Fortune 1000 clients around the world, we continue to hear concerns about training measurement. More often than not the hesitation involves three central arguments: (1) There are too many variables. (2) It is too expensive. (3) No one else is doing it.

All three arguments are not valid. Training measurement can be efficient, accurate, and cost effective. With that said, training measurement projects should only take place for business relevant training when answers to the following questions are valuable to you and your organization:

1. **Are the skills being used?**
2. **How much difference are they making?**
3. **Are we getting the desired business results?**
4. **How can we help our people succeed?**

Time and time again we find that organizations with the best of intentions fail to focus on **R**eview – the process of evaluating and measuring the efficacy of training at individual, group, and business levels. Practitioners continue to measure things that are either not actionable or simply not important to the business. While "curiosity-driven" assessments provide interesting results, we believe that only those approaches that are "decision-driven" —those that will result in actions—produce tangible value. As part of our ongoing series on the implementation of learning initiatives and the transfer of training, this is our third paper on our revolutionary **5Ri™ Methodology.**

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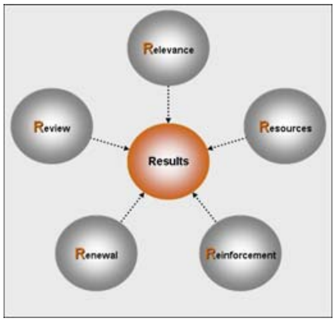

In order to overcome the **Adoption Disconnect ™**, one of the major gaps in the learning and development industry, training measurement is a critical arrow in your quiver. We define the Adoption Disconnect™ as the inability of participants to apply the new skills and knowledge to change their on-the-job performance. In this third paper on our LSA methodology we'll discuss how to help "connect the disconnect™" through proper training measurement - **R**eview. (The final two papers in the series will examine the importance of the remaining **R'**s: **R**einforcement and **R**enewal.)

So what is the magic formula for training measurement? Let's start with the easy stuff – the challenges and typical barriers with measurement.

Challenges: Executives have higher expectations

According to a recent industry survey, business executives want to understand the job and business impact derived from training. Unfortunately, the majority of learning and development professionals continue to measure enrollment, completions, training hours, satisfaction, and costs. When training professionals act like training is a cost instead of an investment, training will be perceived like a cost. When training professionals design, implement, and measure training that is relevant to the business, training will be perceived as a valuable tool to increase revenues, decrease costs, and increase productivity. This expectation gap causes training, typically along with marketing, to be one of the first areas to be cut when times are tough. People complain but, as a CEO I agree that, in times of crisis irrelevant and "unmeasurable" training should be cut before reducing headcount or limiting key strategic initiatives that increase revenue or decrease costs.

Barriers: Training measurement misperceptions continue to cause problems

In addition to missing the mark when it comes to satisfying the needs of executive stakeholders, we consistently hear seven key misperceptions that give training measurement a bad name:

1. "Control groups take too much time and effort."
2. "We've been doing pretty well without it."
3. "We're afraid that it will show that the training does not add value."
4. "Without specific ROI metrics and concrete proof, it is not worth it."
5. "We don't know how to measure training."
6. "No one will want to do it."
7. "It's impossible…there are just too many variables… you can't isolate results due to training…
 doesn't a rising tide lift all boats?"

While all of these concerns have some validity, we believe that there are only two reasons why you should not measure training.

- Either you already know that what you are doing is working, or
- What you are doing is not important enough to the business to prove that it is producing the desired results.

While these statements may seem flip, the majority of training today continues to be irrelevant to the key business priorities in most organizations.

What Should We Measure?

Once you have determined that your training initiative should be measured, the next question to ask yourself is – What should we measure? First, key success metrics must be identified for the project in terms of input, process, output, leading, and lagging indicators. Then, you can identify which Causes (how much is it used) and Effects (how much does it help) should be measured. Examples of causes and effects include:

Cause	Effect
▪ How often? ▪ How well? ▪ Execution ▪ Coaching and Reinforcement ▪ Strength of Relationships	▪ Success stories ▪ Retention and Promotion ▪ Productivity ▪ Employee Satisfaction ▪ Revenue ▪ Costs ▪ Customer Loyalty ▪ Margin ▪ Market Share ▪ Cross-Selling

How Do We Measure?

With the experience of over 400 measurement projects under our belts, we help companies quantify the impact of training and development in three ways:

SmartTrac™ SURVEYS	**What happens when no one is looking?** - Are people using the new knowledge, skills, and strategies back on the job? - What results are the new skills providing?
SmartMetric™ ANALYSIS	**What is the business impact?** - What is the connection between the training and our desired business and financial results?
Definite Difference™ COMPARISON	**What is the difference?** - When managers coach? When participants apply? - A Hi/Lo Comparison™ shows the payoff of good execution, as well as the high cost of business as usual.

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Conclusion

Once you have selected a training initiative that is **R**elevant to the business, **R**eview - the process of quantifying the impact of training - can be an effective and valuable tool to show solid business results, provide accountability for execution, and enable targeted feedback for performance coaching and implementation.

Using our **5Ri™ Methodology**, we believe that five critical elements must be identified, managed, and adjusted before, during, and after each learning initiative to ensure adoption, transfer, and performance. Without these 5 critical elements for your learning initiative, you might as well spend your time and money in other areas of the business.

1. **Relevance**
2. **Resources**
3. **Reinforcement**
4. **Renewal**
5. **Review**

This whitepaper is the third in a 5 part series outlining the 5 key requirements to successfully implement learning initiatives. If you would like to learn more about creating executive-level **R**elevance, identifying the right **R**esources, **R**eviewing the efficacy of your training or ensuring that you properly implement your learning and development initiatives using our **5Ri™ Methodology**, please contact us directly.

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About LSA Global

Since 1995, LSA has helped leading organizations create and maintain competitive advantages through people. We work with a select group of clients to help them "move the needle" - from simple awareness of best practices through actual adoption of new skills on-the-job to measurable performance that truly impacts the business.

Over 85% of our business comes from repeat clients and our customer satisfaction rating is 97.5%. Our clients tell us that we are different. Our clients tell us that we save them both time and money. Our clients tell us that they appreciate access to certified best-in-class experts across many areas.

How Far Do You Want

To Move the Needle?

- *Our **Sales** clients confirm that they have grown sales by 40%, increased units sold by 42%, increased average pricing by 12%, and closed over 50% of their pipeline.*
- *Our **Customer Loyalty** clients confirm that their customer revenue per household increased by 18%, repeat calls decreased by 48.4%, single contact resolution increased by 6.1% and their overall customer satisfaction increased by 10%.*
- *Our **Leadership and Management** clients report that we decrease their costs by up to 50%, while helping increase speed-to-productivity by 60% and decrease unwanted attrition by up to 40%.*
- *Our **Project Management** clients inform us that, by regularly completing projects that meet or exceed expectations, they have become an anomaly in the world where most projects disappoint or fail.*

Our clients succeed in the marketplace through increased revenue, decreased costs, and higher productivity. They maintain that our rigorous assessment, implementation, and measurement capabilities bring them tangible results. As an organization, we are fiercely devoted to supporting their success.

For more information, please visit us:

- Assess Skills
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