

Best Practices White Paper



Insights to help move
the performance needle

Assess Needs

Grow Revenue

Satisfy Customers

Create Leaders

Manage People

Optimize Projects

Measure Results



The Exact Expertise to
Ignite and Sustain Performance™

If Training is NOT a Popularity Contest, Why Do We Keep Treating It Like One?

by Tris Brown, President & CEO, LSA Global

“People really like it. We have waiting lists! Our workshops are very popular. We’re really happy.”



Unfortunately, “popularity” is one of the most common answers we get to justify training expenditures and approaches from Training and HR Departments.

But popularity as a learning business metric is about as effective as tracking hours trained, dollars spent, people trained, courses offered, subjects covered, modalities used, and the look and feel of the workbooks..

Done right, training is about making an impact on the business. Done right, that impact typically comes through improved performance. Done right, improved performance is driven from behavior change that is aligned with key business initiatives and reinforced through coaching, support processes, incentives,

and measurement. Done

wrong, you have wasted both time and money..

So... Why Do HR and Training Get Away With Using Popularity as a Metric?

To be fair, training initiatives that are implemented simply for career development purposes (and typically supported with minimal follow-through) should not be rigorously measured. In most of these cases, the metrics of satisfaction and knowledge transfer are sufficient. These programs are expected by employees, provide foundational skills necessary for career advancement, and are especially helpful to first time managers and supervisors who are moving into uncharted territory.

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So...Why Don't Organizations Measure Training in a Way that Matters?

Contrary to Arthur Murray, you cannot dance your way to becoming a popular seat at the executive table or to a meaningful contribution when it comes to training.



The question is—why do training professionals turn to popularity instead of true business metrics such as cost, quality, time, value, and service?

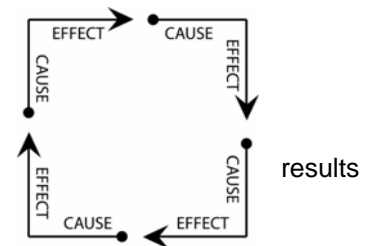
Our experience with over 600 assessment and measurement projects tells us that there are 3 key reasons that organizations do not properly measure the impact of their training initiatives in a way that would matter to most executives.

1. **“We’ve Done Fine Without It.”**
Why should we change something that has worked in the past. And nobody has asked us for business metrics related to training.
2. **“We Don’t Know How.”**
We do not have an approach or methodology to effectively and efficiently measure the impact of our training initiatives.
3. **“It Can’t Be Done.”**
There are too many variables to isolate the results linked to training. Even if we could isolate it, we can’t afford to take the time, energy, or resources to make it happen.

So...How Do You Measure Training?

The good news is that you can measure the business impact of training. We believe that training measurement is critical to determine value, measure impact, increase accountability for execution, and provide detailed coaching feedback to participants in areas that matter to the business. In order to effectively measure training, there are a few key principles that you must follow.

1. **Lagging Indicators:** Identify the specific business and learning outcomes that you are trying to achieve. These include items like revenue, margin, win-rate, performance, productivity, retention, engagement, loyalty, satisfaction, cost, time, and quality.
2. **Leading Indicators:** Identify the behaviors that are linked to the that you are trying to achieve.



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So...What Do You Measure?

If you follow the two principles above, you will be able to understand and measure:

- **Adoption:** are people are using the desired skills?
- **Impact:** is it helping them and the business succeed?

Click on the following link to learn more about our [training measurement practice](#), our measurement approach, and the specific deliverables. In 6-8 weeks, you could have solid performance metrics tied to your training initiatives.

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We help make companies more competitive through people.

Founded in 1995 on the principle that training "by itself" will not drive tangible change or business results, we work with a select group of clients to get the most out of their people. Every training and consulting solution we provide increases revenue, decreases costs, or raises productivity.

Who we work with

Our clients are typically mid-market business leaders who believe that investing in people is vital to their success. The majority come from the high-tech, life-sciences, and service industries and often lack the internal resources or expertise to get the job done. They want more than what traditional training and consulting approaches can deliver.

What we do

We get results. Our one-stop-shop offerings range from creating a high performance culture, to outsourcing the training function, to designing and delivering targeted learning solutions. We excel in seven key practice areas: assessment, sales, loyalty, leadership, management, project management, and measurement.

How we do it

We partner with our clients in a way that makes sense for their unique situation. First we identify the key metrics they want to improve. Then we assemble a dedicated team of experts who have successfully solved similar problems with similar clients. Our expertise and flexibility allow us to move the performance needle faster and farther than anyone else in our industry.

Our Guarantee

We are fiercely devoted to the success of our clients and guarantee results.



The Exact Expertise to
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Our clients tells 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 who help them 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

decrease their costs by up to 50%, increase speed-to-productivity by 60%, accelerate promotions by 20%, decrease unwanted attrition by up to 40%, and report an additional \$13m to their bottom-line.

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.

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LSA Client wins 2010.. Learning LEADERS

Bersin & Associates
Leadership Development Program
Excellence Award

2010

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Voice of the Customer

See What Our Clients Say >



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Representative Clients

We are fiercely devoted to the success of our clients and proud that over 85% of our business comes from repeat business with satisfied clients.



97.5% client satisfaction

98.2% recommend LSA

98% solution satisfaction

129% knowledge gain

800+ Assessment and Measurement Projects

45+ Client Case Studies

100+ Client Testimonials

Top 10% Certified Experts