



# Defining L&D's Impact with Operational Data



David Wentworth  
Principal Learning Analyst  
Brandon Hall Group



Rob Lauber  
Founder, XLO Global LLC  
(former CLO of McDonald's)



Learning and Development



Talent Management



Leadership Development



Talent Acquisition



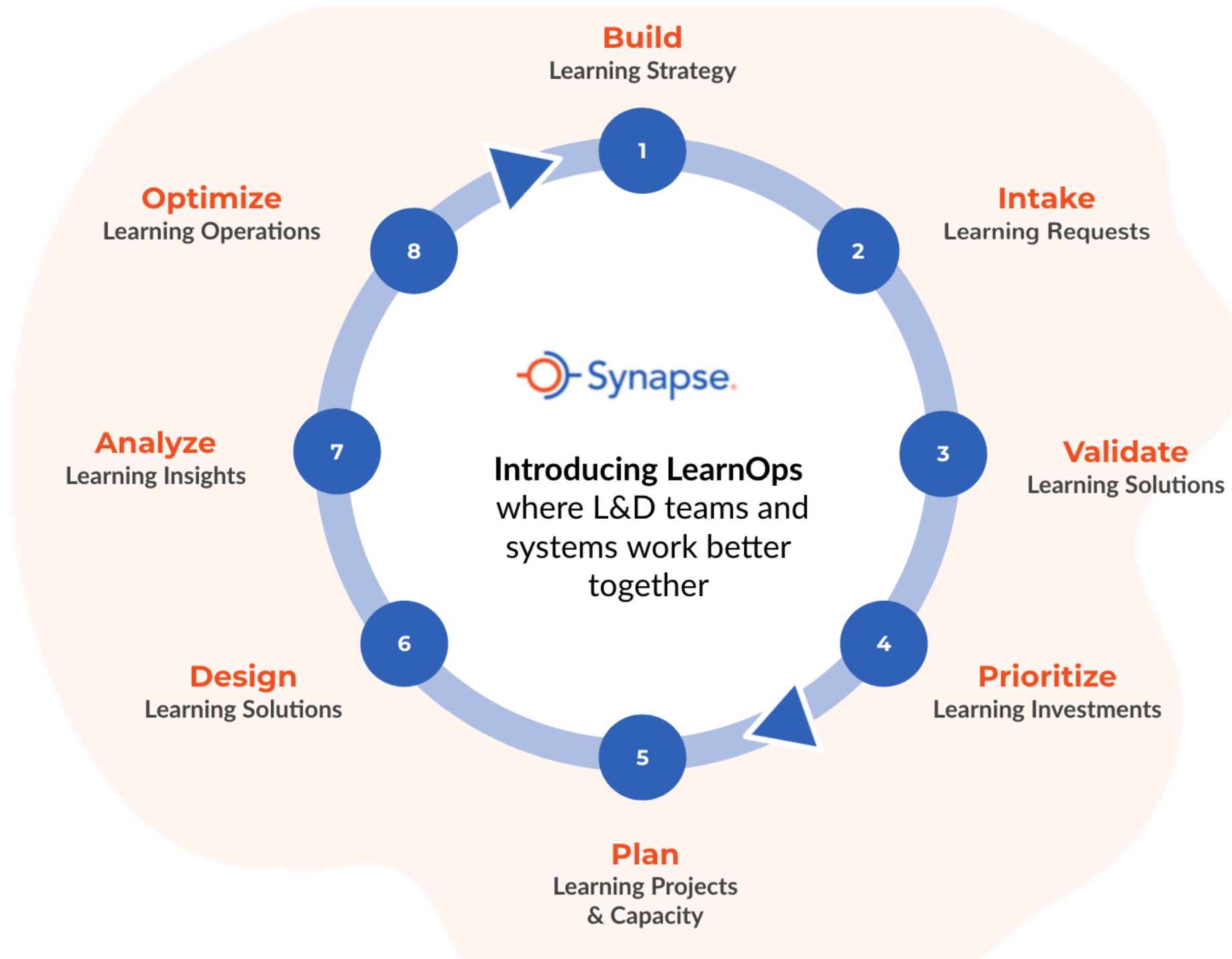
Workforce Management



Diversity and Inclusion

Thank You  
to our sponsor for  
today's webinar







# THE POWER

## OF BRANDON HALL GROUP

Founded in 1993 | 10,000 Global Engagements | Community of 300,000

### REDEFINING EXCELLENCE IN HUMAN CAPITAL MANAGEMENT IN THE AREAS OF:



Learning and  
Development



Talent  
Management



Leadership  
Development



Talent  
Acquisition



Workforce  
Management



Diversity and  
Inclusion



#### Research-Driven Membership

**Research Access:** Access to our expansive research library of: research reports, case studies, frameworks, tools, models and more.

**DataNow®:** Your real-time data benchmarking tool.

**TotalTech®:** Your easy-to-use HCM technology selection tool.

**Advisory Support:** An on-demand service delivered online, by phone, or by email. Consultations are available on-demand for short, narrowly focused sessions and on-demand for longer, more in-depth discussions with our expert analysts.



#### Advisory Offerings

- Technology Selection Engagement
- Customized and Benchmarking Research
- Organizational Readiness Assessment
- Research to Action Engagement

- Organizational Benchmarking
- Scorecard Assessments
- And many more



#### We Cover the Entire HCM Landscape

- Employee Value Proposition
- Employee Engagement
- Predictive Analytics
- Succession Management
- Core HR
- HCM Strategy

- Employee Experience
- Competency Management
- Measurement and Analytics
- Change Transformation
- Performance Management
- And more...

### CERTIFICATIONS



#### Organizational Excellence Certification Program

Recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



#### Smartchoice® Preferred Provider Program

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's quarter of a century's experience in evaluating and selecting the best solution providers for leading organizations around the world.

### LEADING-EDGE SKILL DEVELOPMENT AND RECOGNITION



The **HCM Excellence Conference** is fueled by our prescriptive and predictive research. We leverage our internal experts, our partners and our external communities to really pull all of this information together.



The **Diversity and Inclusion Summit** is designed to seek greater understanding of how to better recruit, engage, develop and retain a talented and diversified workforce.



#### The Excellence Awards

feature two annual programs — a Spring HCM program and a Fall Technology program — that recognize the best organizations that have successfully deployed programs that have achieved measurable results.



# Open Surveys

- [Learning Drives Performance: How Do We Supercharge Learning?](#)
- [HCM Technology: How to Transform HR into a Digital Powerhouse](#)



Visit [www.brandonhall.com](http://www.brandonhall.com)  
click Open Surveys

If you would like to join a  
panel of survey takers,  
please contact us at  
[success@brandonhall.com](mailto:success@brandonhall.com)



# The Presentation and Your Participation

## Ask Questions

You can submit your questions and comments to our presenters in the 'Questions' tab.

## Copy of the Presentation

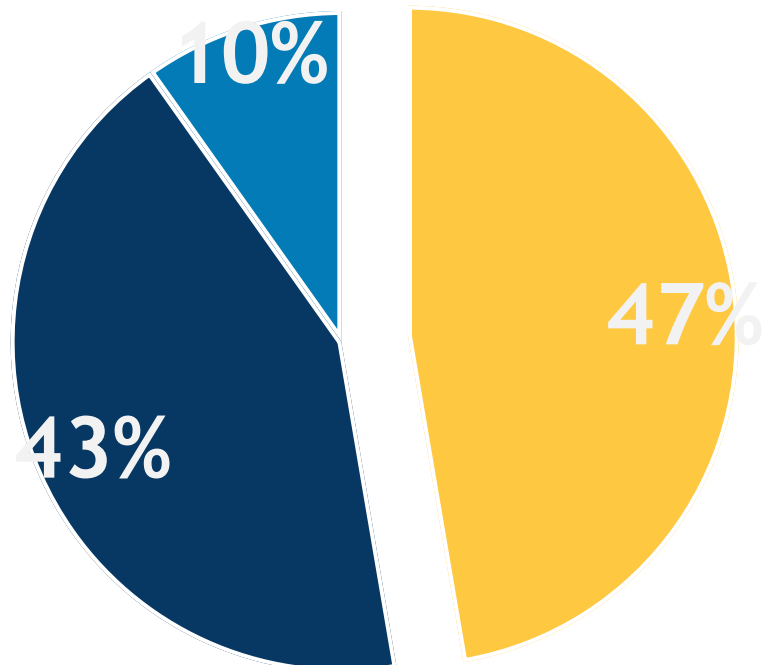
A PDF (when available) can be found in the 'Handouts' tab. A copy of the slides and the recording will also be automatically emailed to you after the webinar has concluded.



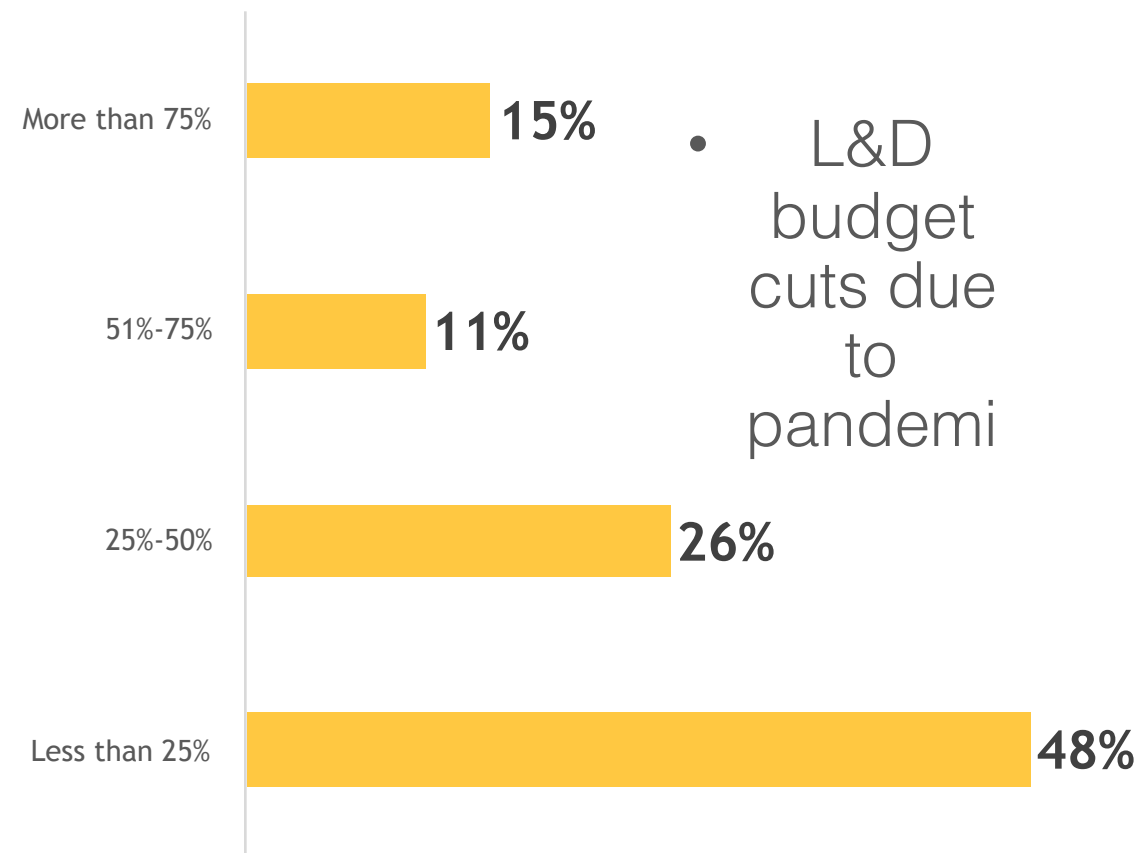


# L&D Budgets are Under Pressure

Impact of Pandemic on Per Learner Budgets



● Budgets have decreased ● No change ● Budgets have increased







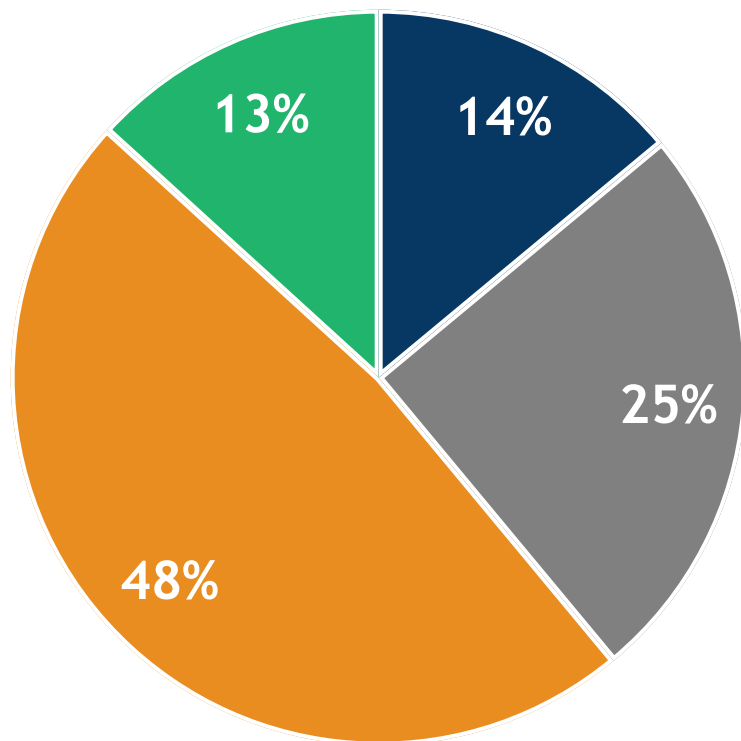
More than three-quarters of companies say business leaders would rate learning a **4 or 5** on a 5-point scale of **importance to the organization.**

**76%**





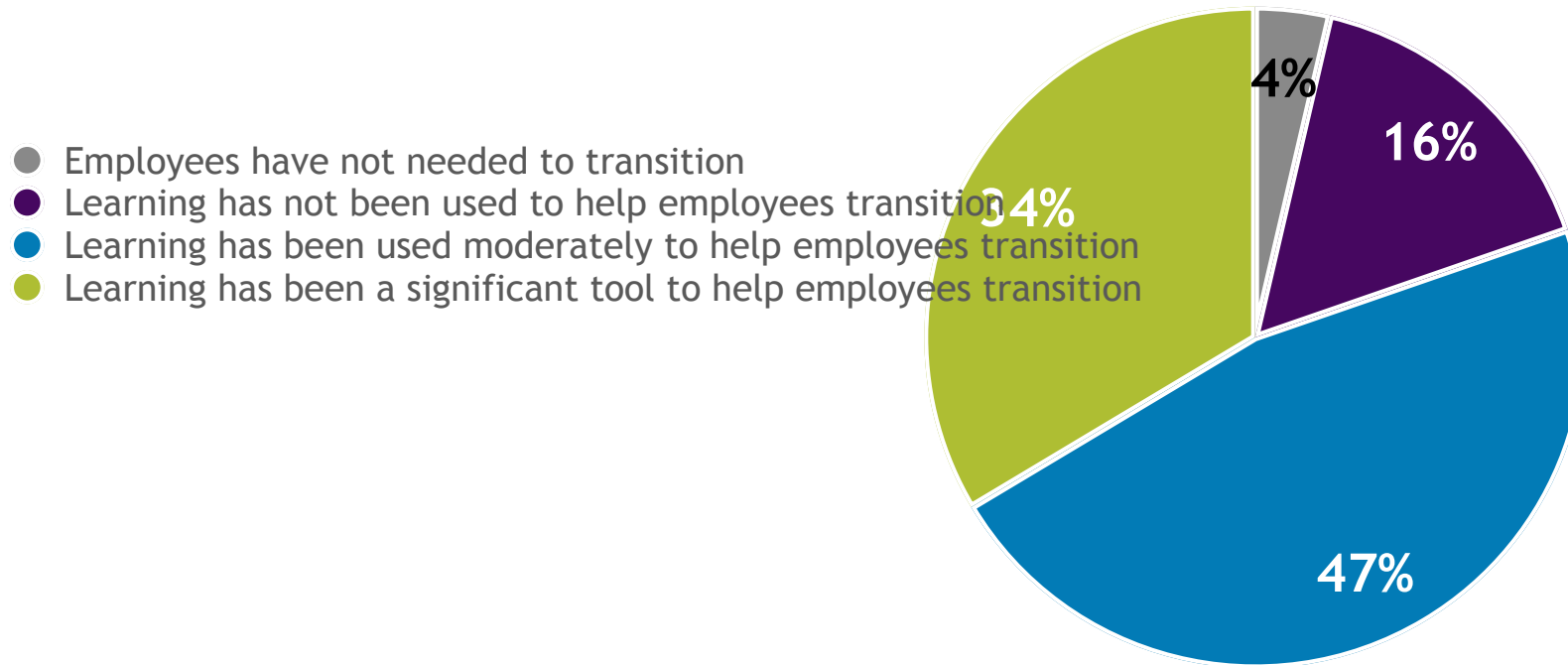
# How has COVID-19 impacted L&D's role within your organization?



- Negative impact, L&D is now less involved
- No impact
- Moderate impact, L&D has more visibility and role in decision making
- Significant impact, L&D is now integrated closely with the c-suite



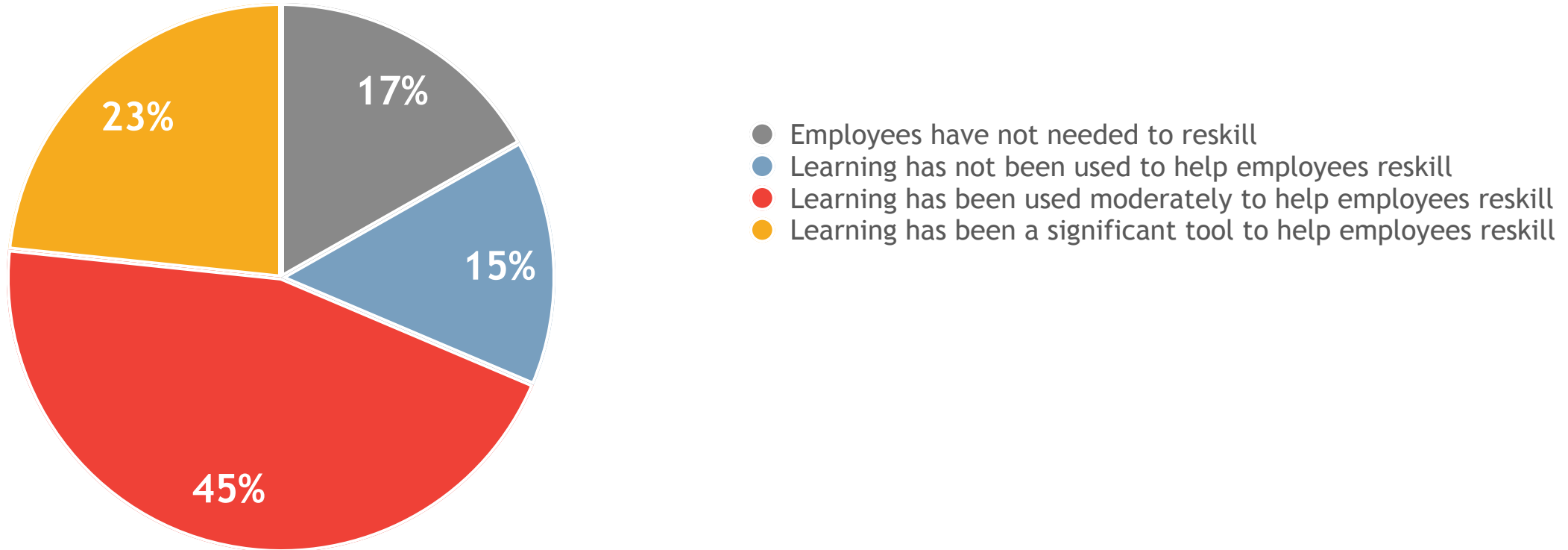
# What role has learning played in helping employees transition to remote work as a result of how your organization is adapting to COVID-19?



BHG, L&D and the Impact of COVID-19, 2020



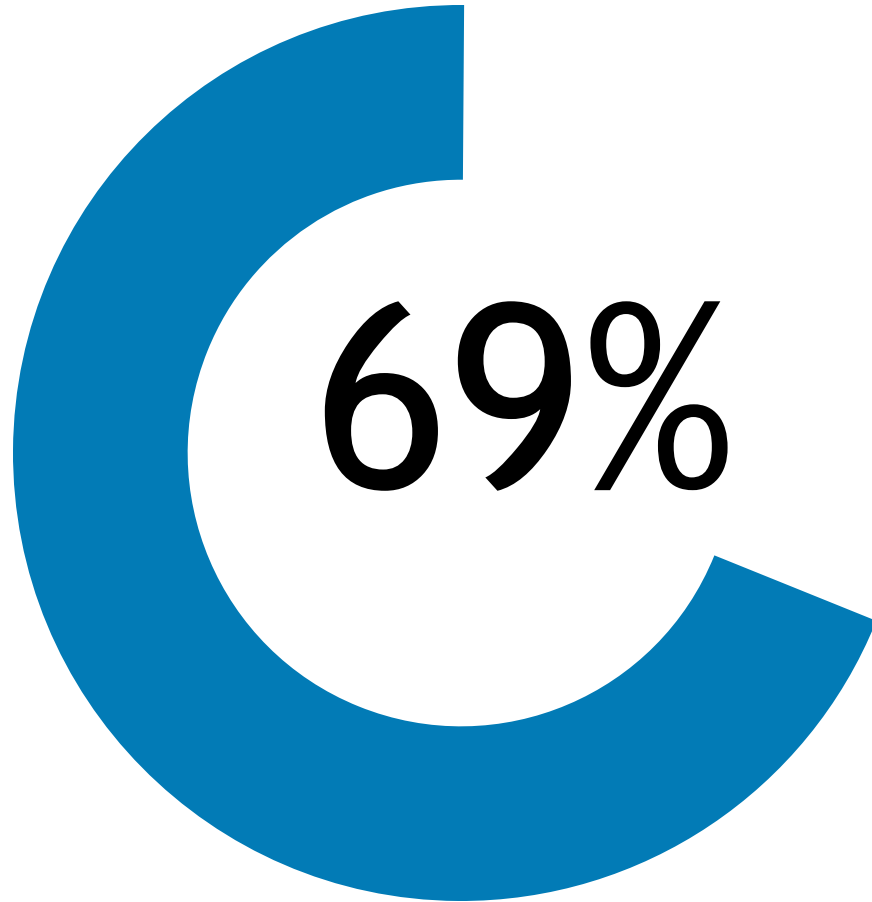
# What role has learning played in helping employees reskill as a result of how your organization is adapting to COVID-19?



BHG, L&D and the Impact of COVID-19, 2020



# What Role Does Data Play?



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

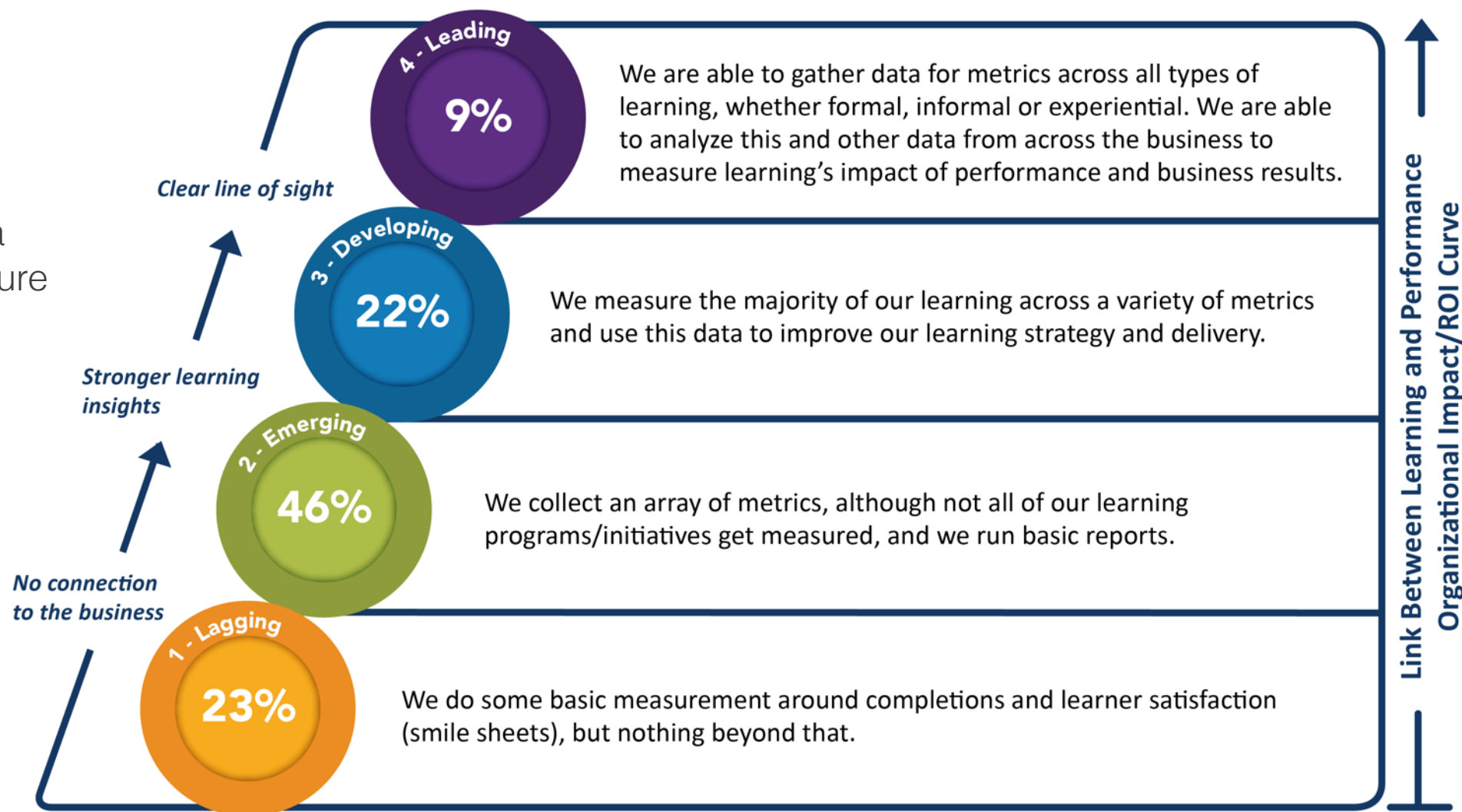
BHG, 2019 Learning Strategy Survey



# Measurement Maturity Model

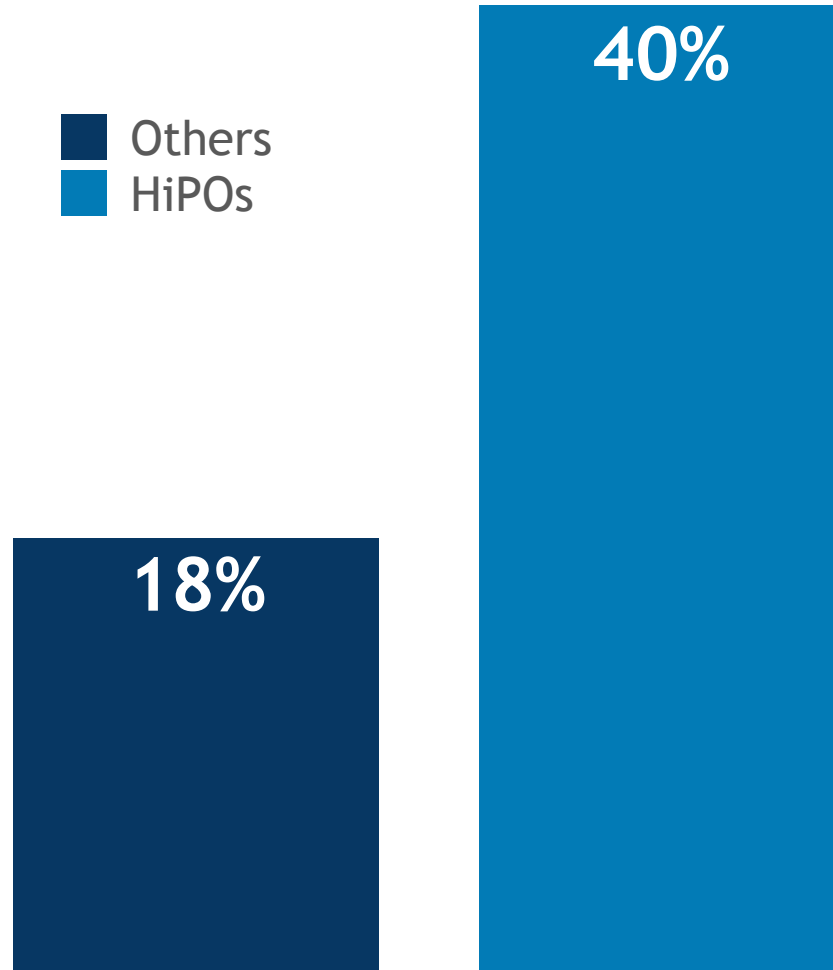
27%

of companies say their **Learning Strategy** includes a framework to measure success





Does your **Learning Strategy** include a framework to measure success?

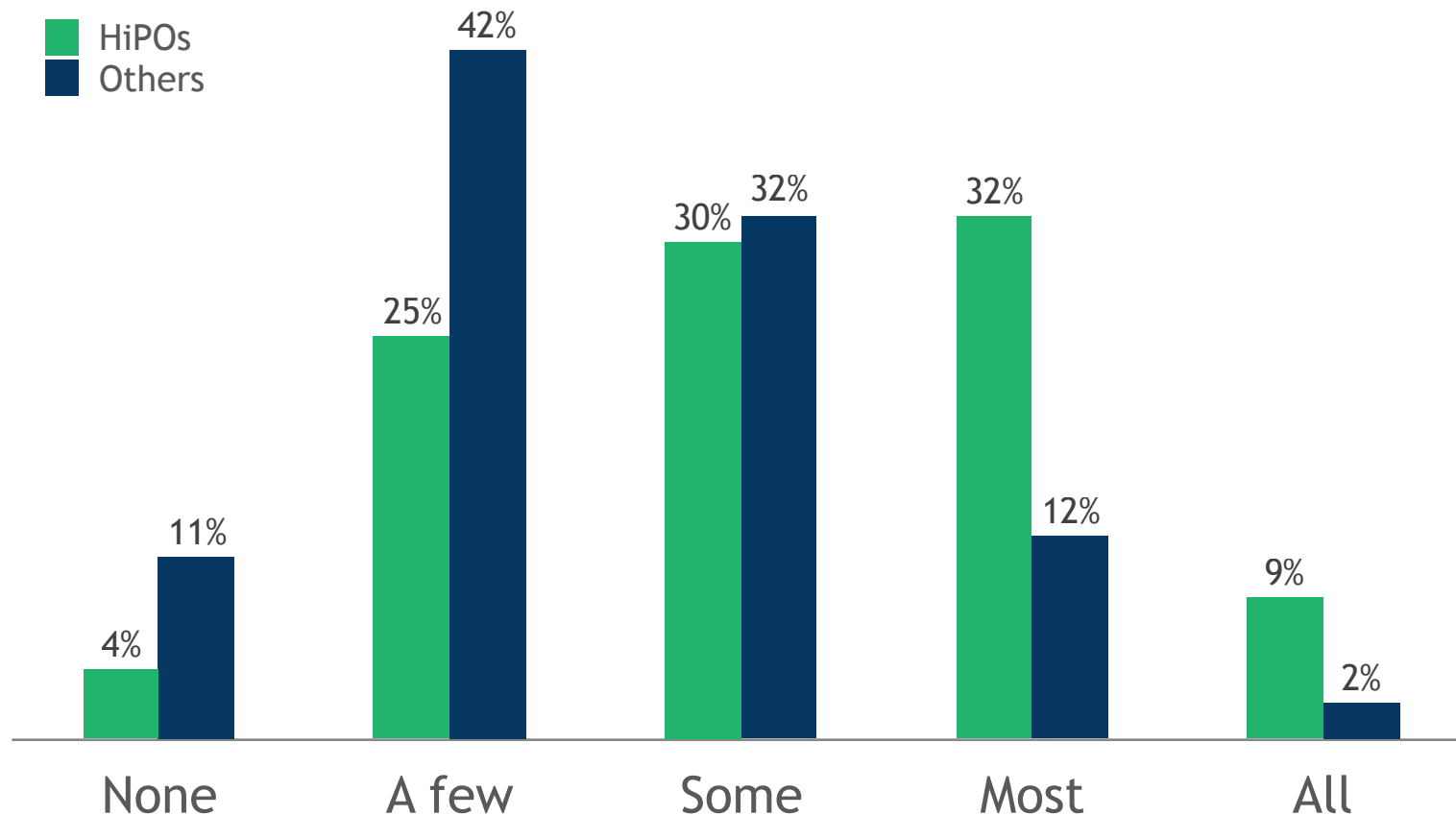






# Without Metrics, What Gets Measured?

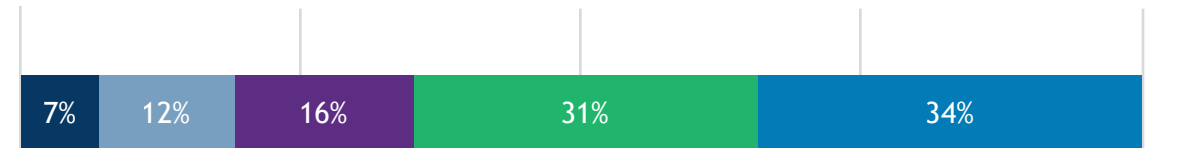
What portion of your learning programs are designed based on specific, defined metrics?



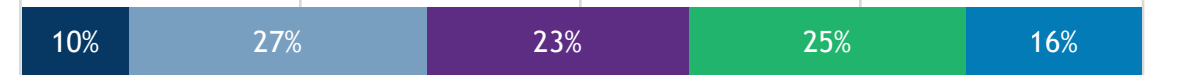


# Programs Measured with the Kirkpatrick Model

Level 1- The degree to which participants react favorably to the training



Confidence and commitment based on their participation in a training event



Participants apply what they learned during training when they are back on the job



Behavioral changes occur as a result of the training event and subsequent reinforcement

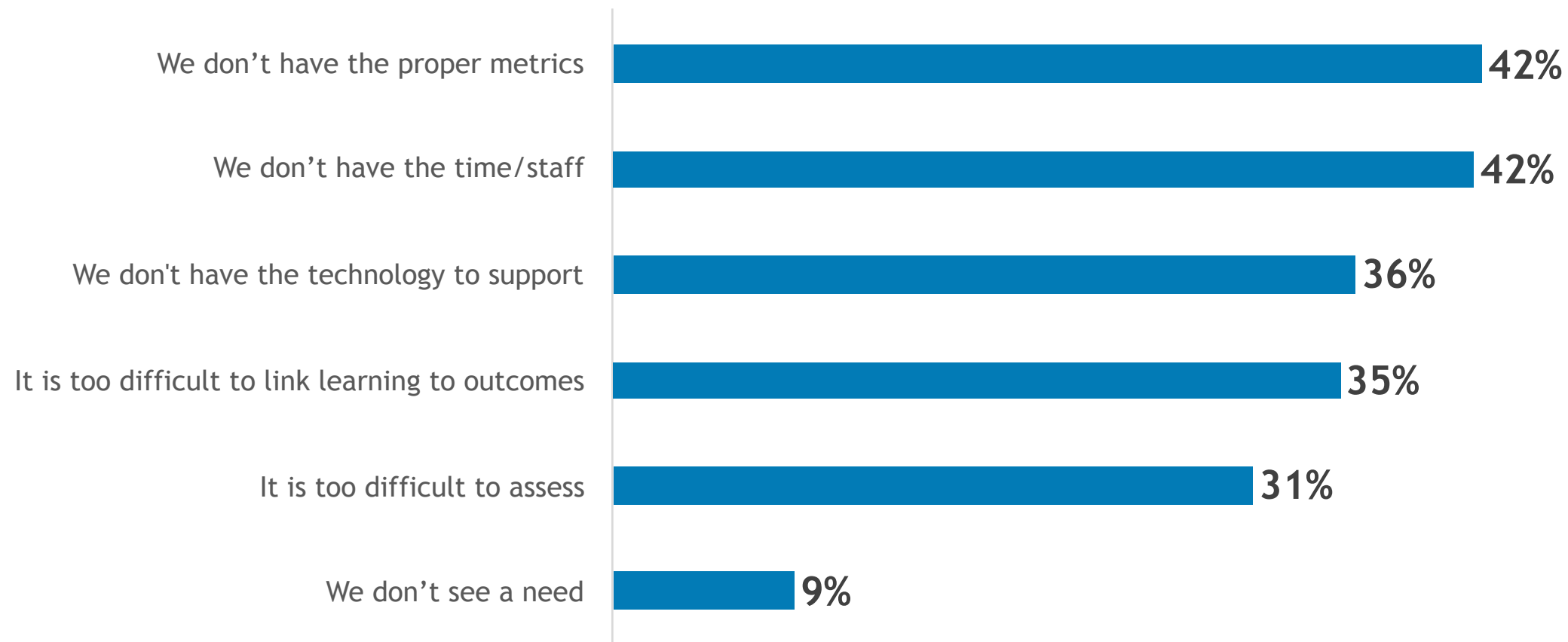


0% 25% 50% 75% 100%

None 1/4 to 1/3 About 1/2 2/3 to 3/4 All

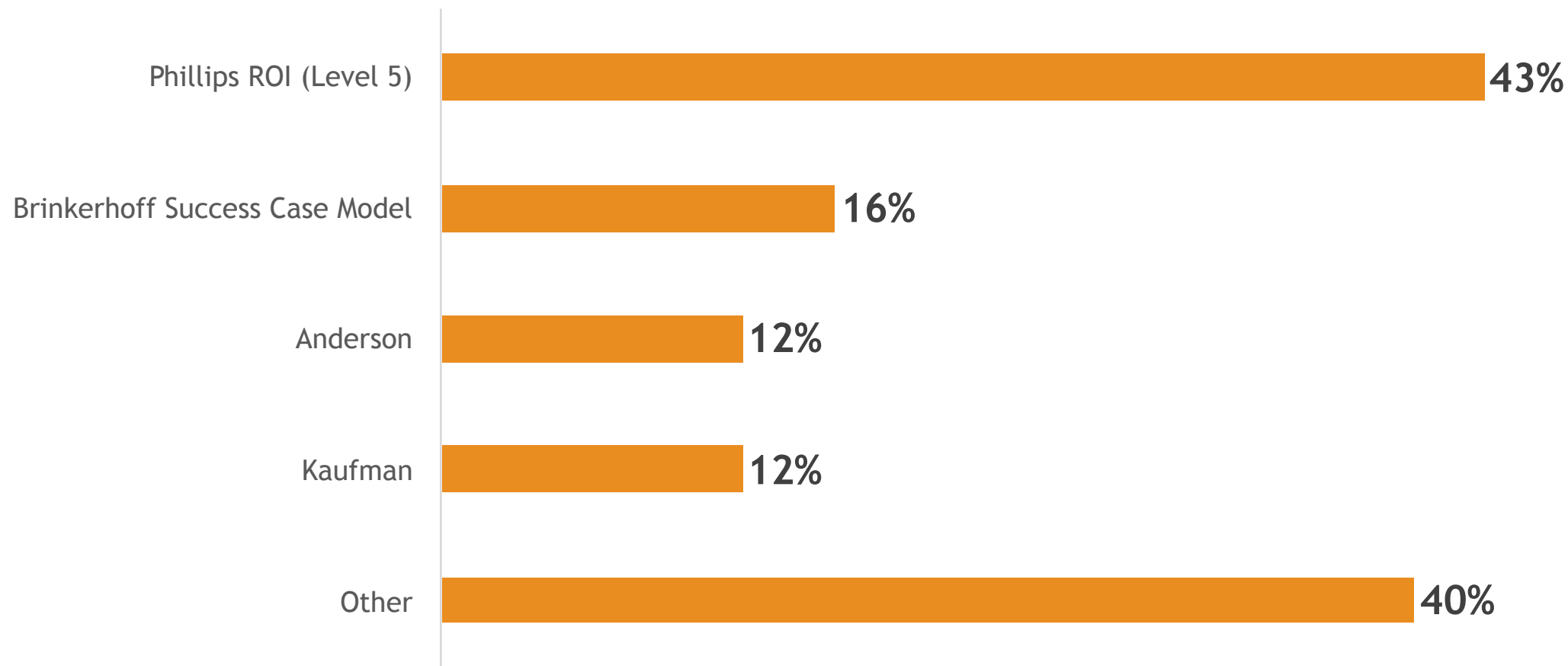


# Challenges to Measuring Learning's Impact





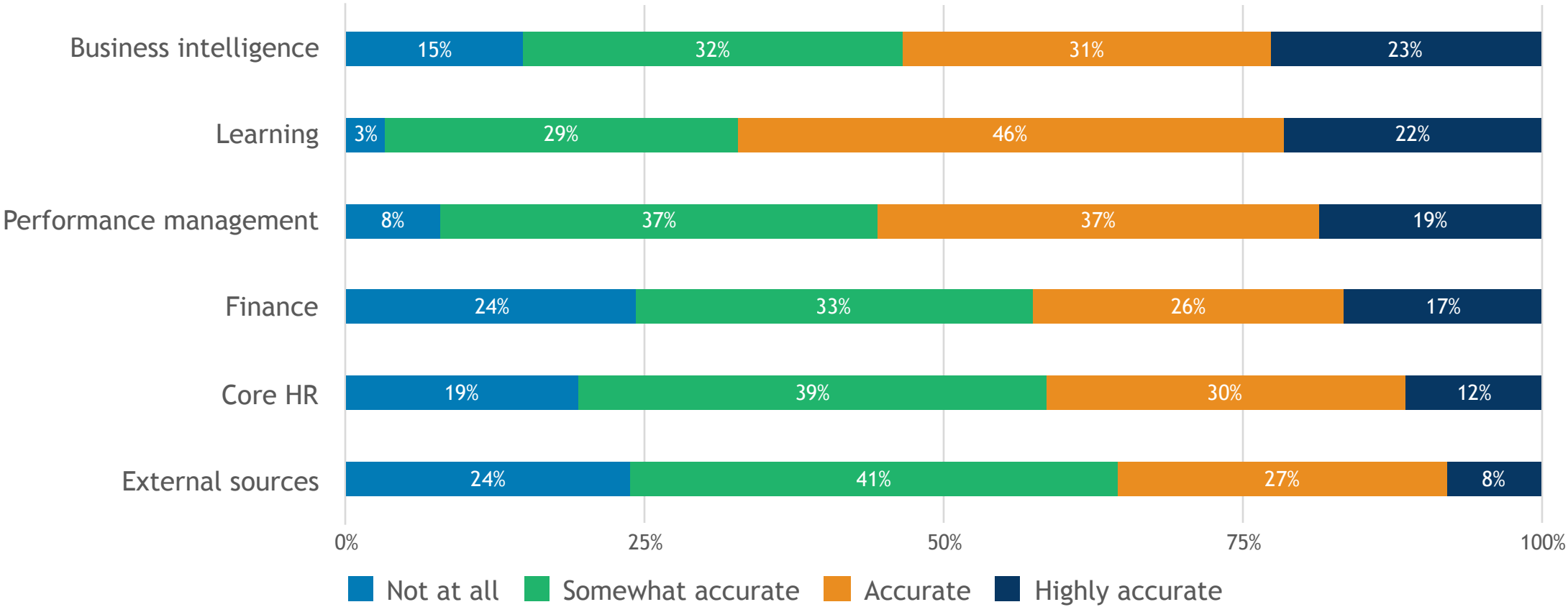
# Use of Other Measurement Models





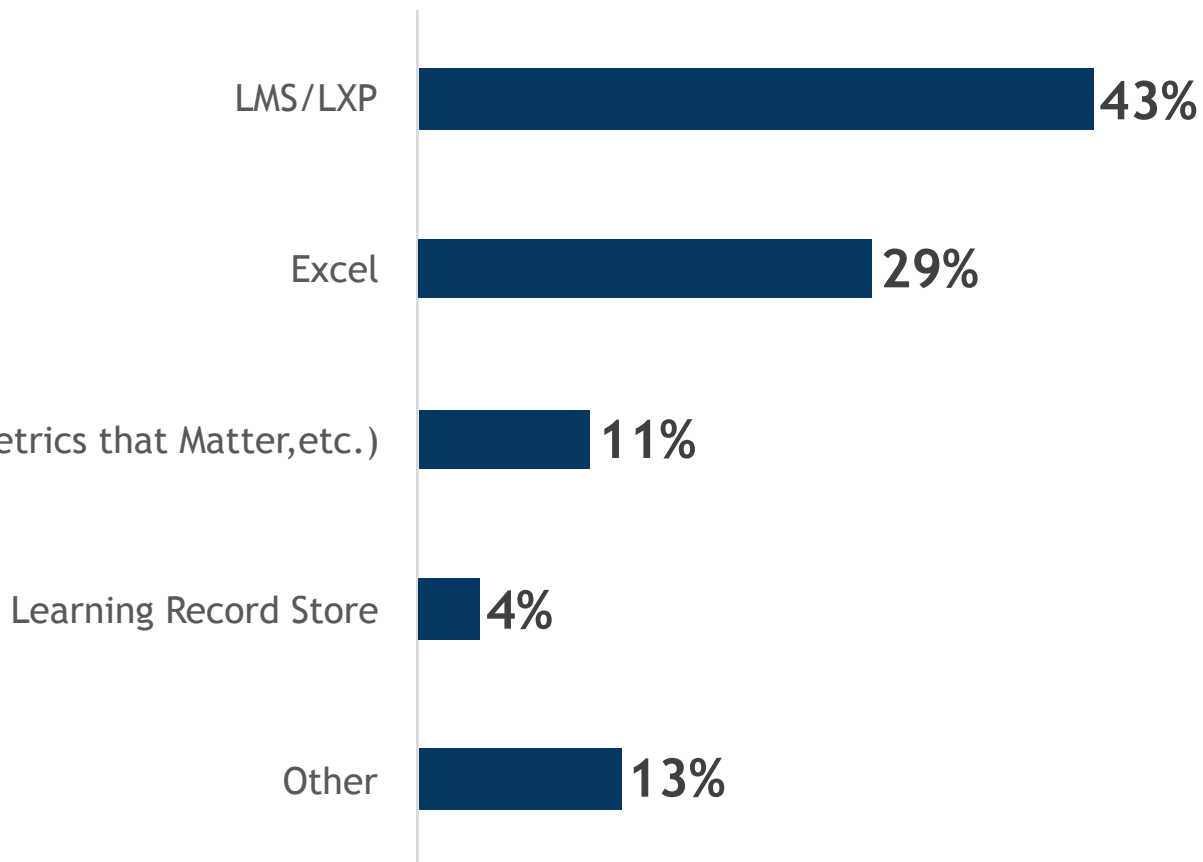
# Data Is an Issue

Perceived Data Accuracy



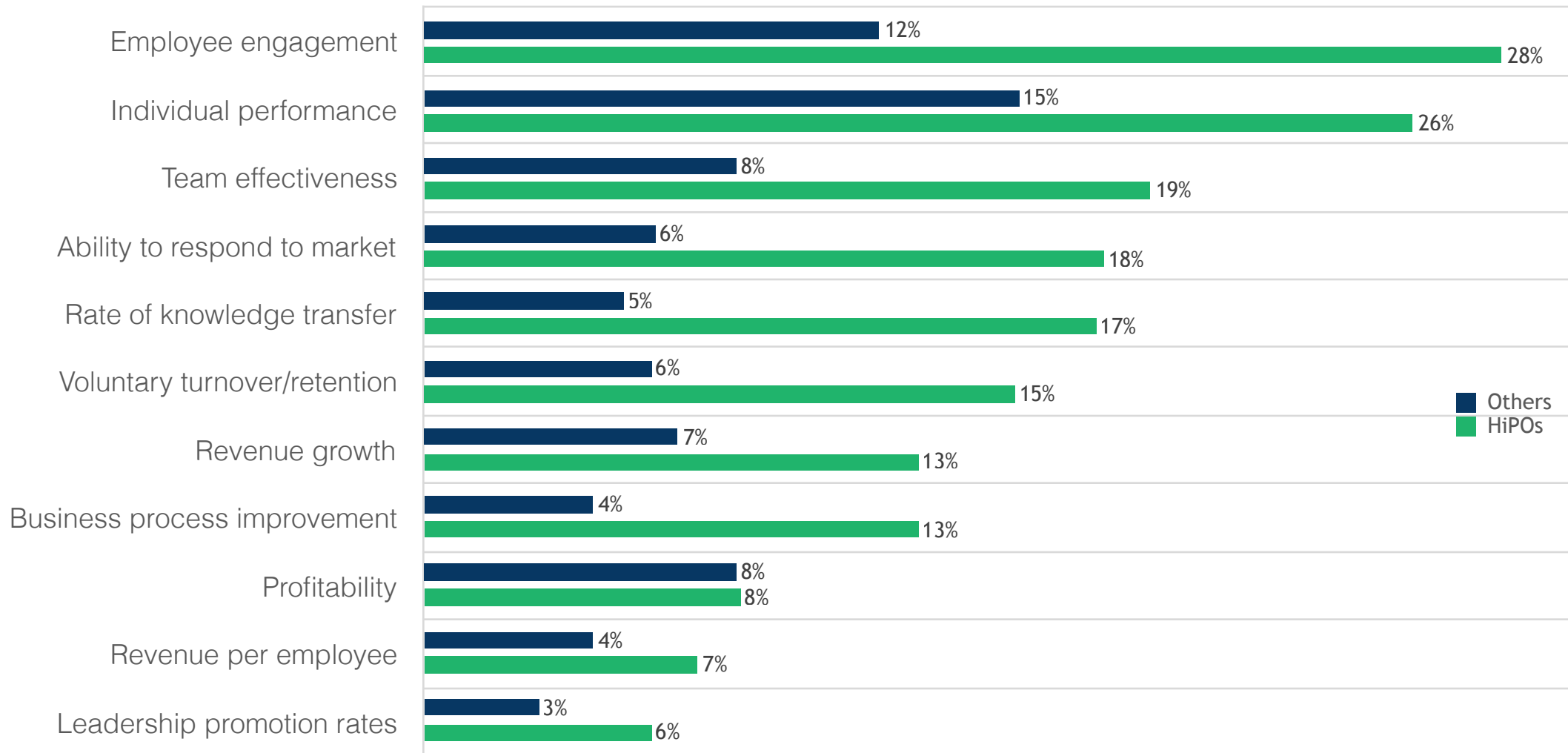
# Tools for Measurement

Organizations with less mature learning-measurement strategies are more likely to use tools such as Excel (33%) than those with higher maturity levels (20%).





# Outcomes Measured Consistently



BHG, 2020 Learning Measurement Survey





## Insights

Review you company activity

Show activity from

All the company



18

Current Projects

+1 a day ago



32

Active Tasks

4 behind schedule



12

Open Designs

1 archived recently



7

Active Requests

+1 a week ago

### CAPACITY



Available Demand

### TOTAL DATA

124

Projects

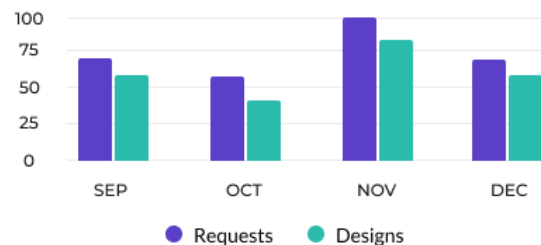
12k HRS

Demand

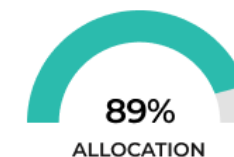
400 HRS

Available

### EFFICIENCY



### UTILIZATION



38

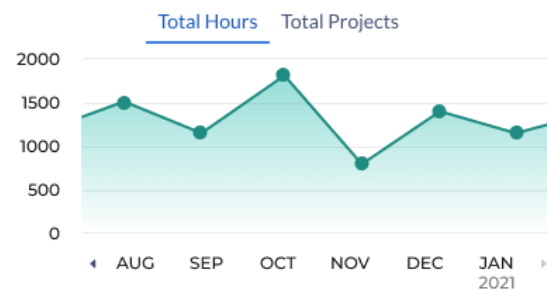
Users



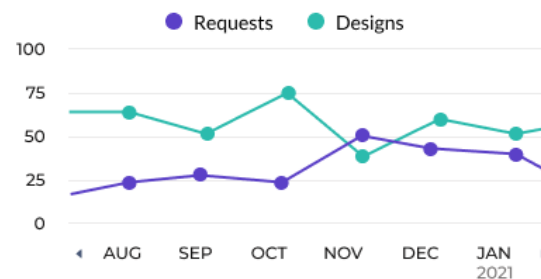
10

LOB

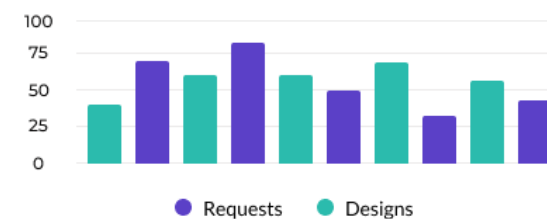
### FORECAST



### ACTIVITY



### PERFORMANCE





# Questions?

If you have any additional questions, please email us at [success@brandonhall.com](mailto:success@brandonhall.com)



David Wentworth  
Principal Learning Analyst  
Brandon Hall Group



David Wentworth  
Founder, XLO Global LLC  
(former CLO of McDonald's)



Learning and Development



Talent Management



Leadership Development



Talent Acquisition



Workforce Management



Diversity and Inclusion



# Thank you for joining us today

If you have any additional questions, please email us at [success@brandonhall.com](mailto:success@brandonhall.com)



David Wentworth  
Principal Learning Analyst  
Brandon Hall Group



David Wentworth  
Founder, XLO Global LLC  
(former CLO of McDonald's)



Learning and Development



Talent Management



Leadership Development



Talent Acquisition



Workforce Management



Diversity and Inclusion