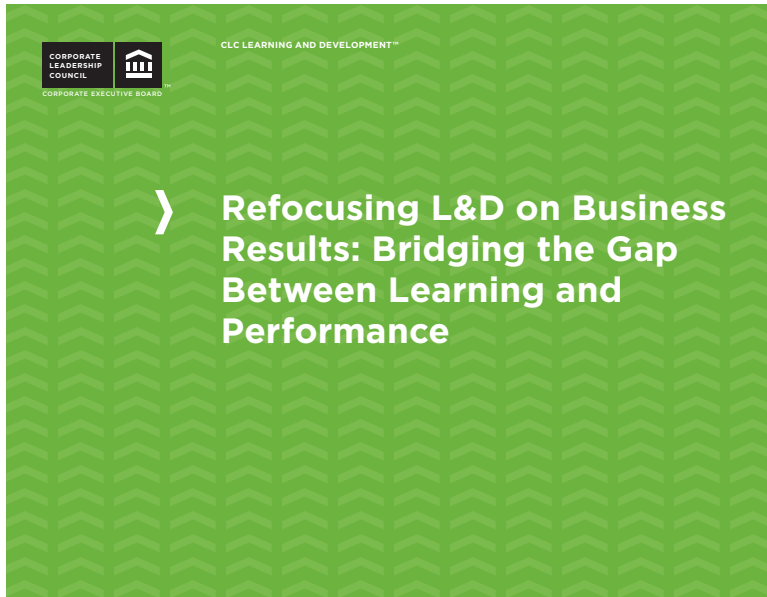




# A Recent Example of CLC Learning and Development Insight on Learning Transfer and Application



## Methodology

We leverage quantitative and qualitative analysis to determine what tactics are working at the best companies.

- Probing interviews with more than 100 L&D leaders around the world, surfacing critical challenges and yielding in-depth proven solutions from leading companies
- Survey of more than 10,000 learners and their managers for more than 200 learning programs at 47 organizations
  - Learners provided information on their experience with the program and application of its content to their work
  - Managers provided information on learners' skill and performance improvement
  - Quantitative modeling applied to identify the critical drivers of training impact

## The Question Our Members Were Asking

How can we improve the impact of our training investments and bridge the gap between learning and performance?

## Selected Best Practices Uncovered





# The Challenging Insight

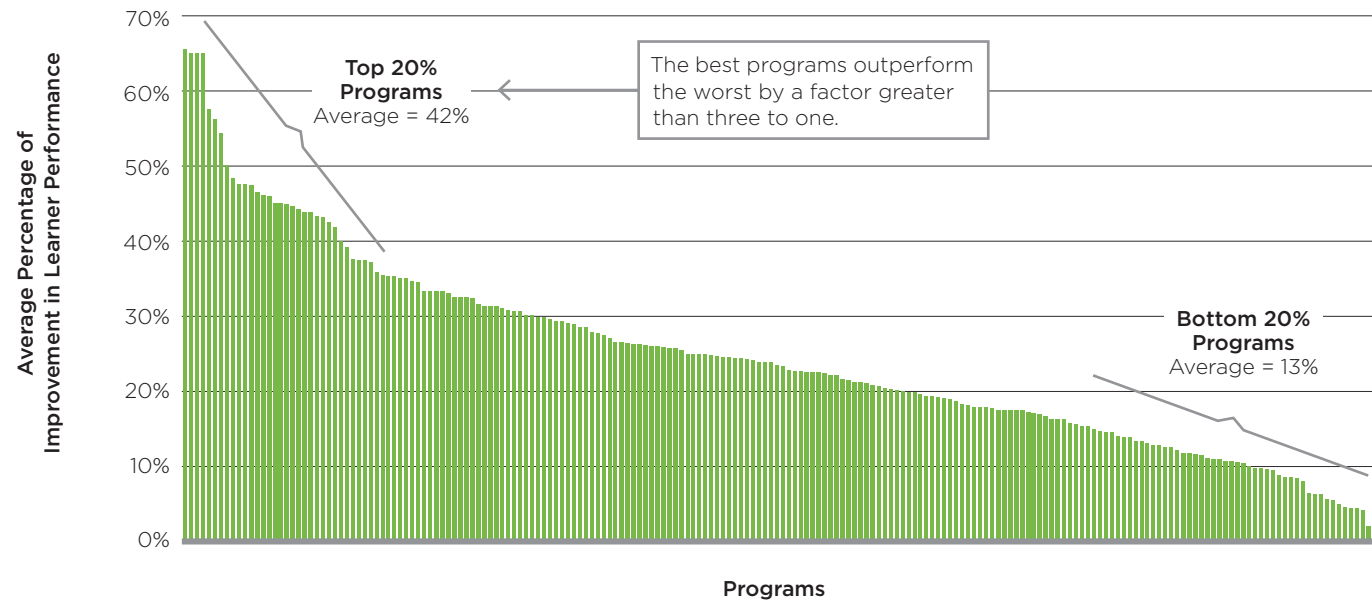
CLC Learning and Development Insight

The ability of L&D programs to improve learner performance varies widely. The top 20% of programs are able to improve learner performance by an average of 42%, about three times more than the least effective programs.

## Implication:

- Identify areas of untapped potential for creating significant impact on the business.

Distribution of Improvement in Learner Performance, by Program





# The Challenging Insight (Continued)

CLC Learning and Development Insight

More than 75% of learners report high levels of satisfaction with the L&D programs they attend. But the impact of satisfaction on learner performance is almost negligible. Even program attributes such as topic, learner population, and delivery channel fail to impact learner performance improvement.

### Implication:

- Move beyond providing great learning experiences that satisfy learners, and understand and focus on the drivers of performance improvement.

## Learner Satisfaction Does Not Drive Program Impact

*Learner Satisfaction with L&D Programs*

Level 1 Satisfaction Measure	Percentage of Learners Who Agree or Strongly Agree
Overall, I was satisfied with the person who delivered the program.	79
Overall, I enjoyed participating in this program.	77
Overall, I was satisfied with this program.	76
The material of the program was logically organized.	76
The facilities and equipment were favorable to learning.	75
Participant materials (handouts, workbooks, etc.) were useful during the program.	73

## Impact of Learner Satisfaction on Improvement in Learner Performance<sup>1</sup>



## Program Type and Structure Do Not Drive Program Impact

*Impact of L&D Program Type and Structure on Improvement in Learner Performance*



<sup>1</sup> For the purpose of illustration, improvements in learner performance were indexed to a scale on which 100 points indicates the improvements in learner performance of learners who had very low satisfaction with their programs.



# What the Best Companies Are Doing

CLC Learning and Development Insight

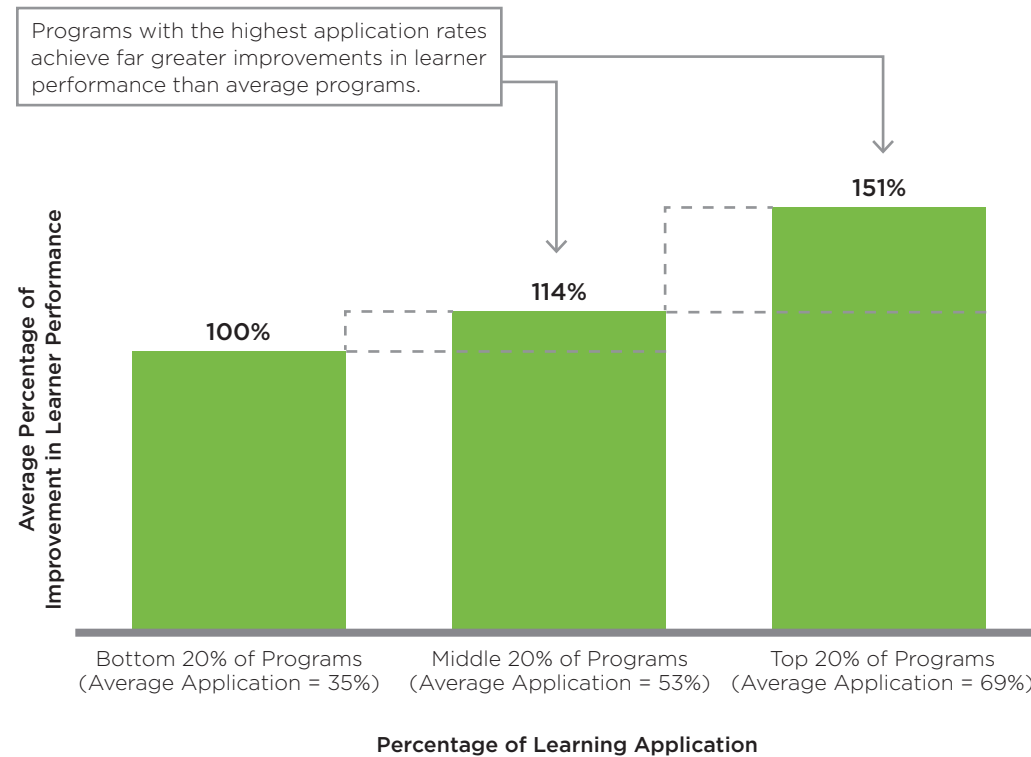
Learners who attended L&D programs with the highest levels of application—where learners were applying about 70% of what they had learned—outperformed their peers by as much as 51%.

## Implication:

- Ensure programs reach a critical mass of application (approximately 70%) to see substantial increases in impact.

## Learning + Application = Performance

*Additional Impact from Achieving High Learning Application (Indexed<sup>1</sup>)*



<sup>1</sup> For the purposes of illustration, improvements in learner performance were indexed to a scale where 100 points indicates the improvements in learner performance of programs with the bottom 20% of application rates across programs.



# How the Best Companies Succeed

CLC Learning and Development Insight

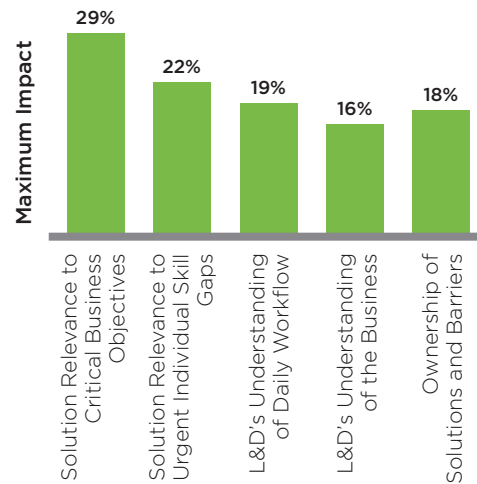
To drive performance improvement through application, organizations should focus on three impactful areas.

- Expand needs analysis to integrate application-barrier identification into solution design.
- Drive learner motivation to apply, not just to learn.
- Engage managers to accelerate learner application capability by supporting learners and creating application opportunities.

## The Most Powerful Drivers of Learner Performance Improvement Through Application

### I. Improve Needs Analysis

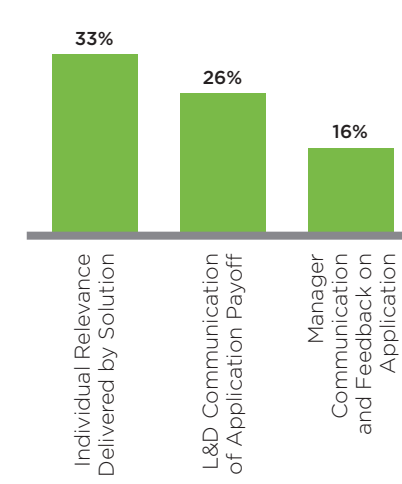
Impact of Needs Analysis Activities on Improvement in Learner Performance<sup>1</sup>



**Integrate Application into Solution Design**

### II. Build Learner Motivation

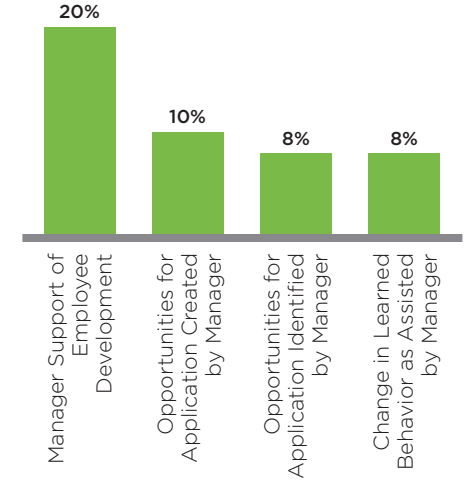
Impact of Value Demonstration Activities on Learner Motivation to Apply<sup>2</sup>



**Boost Application by Driving Motivation to Apply**

### III. Enable Manager Support

Impact of Application Support Activities on Improvement in Learner Performance<sup>1</sup>



**Engage Managers to Accelerate Application Capability**

<sup>1</sup> Each bar represents a statistical estimate of the maximum impact each driver can have on improvements in learner performance. The maximum impact is calculated by measuring the predicted difference in improvements in learner performance between the lowest and highest value of each driver. The impact of each driver is modeled separately.

<sup>2</sup> Each bar represents a statistical estimate of the maximum impact each driver can have on learner motivation to apply. The maximum impact is calculated by measuring the predicted difference in learner motivation to apply between the lowest and highest value of each driver. The impact of each driver is modeled separately.



# Best Practice

CLC Learning and Development Insight

Thomson Reuters employs a simple visualization exercise where L&D collaboratively deconstructs root causes of performance issues with key line partners.

### Implication:

- Move beyond understanding the knowledge and skill components of performance gaps and also surface motivational and environmental factors.

## Identifying the Root Causes of Performance Issues

### Steps of Sticky Note Root-Cause Visualization Exercise

- With the help of L&D, business partners answer two questions:
  - What is the target employee audience doing now?
  - What do you want the target employee audience to do?
- Both groups identify the root causes of the gap between the current and desired state using the four-quadrant matrix.

### Knowledge-Skill-Motivation-Environment Matrix (Part of Nigel Harrison's Performance Consulting Structure)

<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>Is the gap between the current and desired state due to a lack of knowledge?</li> <li>Is it lack of knowledge of the target employee audience or of other individuals as well?</li> </ul>	<p><b>Skill</b></p> <ul style="list-style-type: none"> <li>Is the gap between the current and desired state due to a lack of skill?</li> <li>Is it a lack of skill of the target employee audience or of other individuals as well?</li> </ul>
<p><b>Motivation</b></p> <ul style="list-style-type: none"> <li>Is the gap between the current and desired state due to lack of motivation?</li> <li>Is it lack of motivation of the target audience or of other individuals as well?</li> <li>What type of motivation barriers are causing this gap? Is it financial, lack of reinforcement, etc.?</li> </ul>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>Is the gap between the current and desired state due to an environmental barrier?</li> <li>What type of environmental barriers are causing this gap? Is it insufficient resources, cumbersome/outdated processes and systems, etc.?</li> </ul>

Source: Performance Consulting UK.



# Best Practice (Continued)

CLC Learning and Development Insight

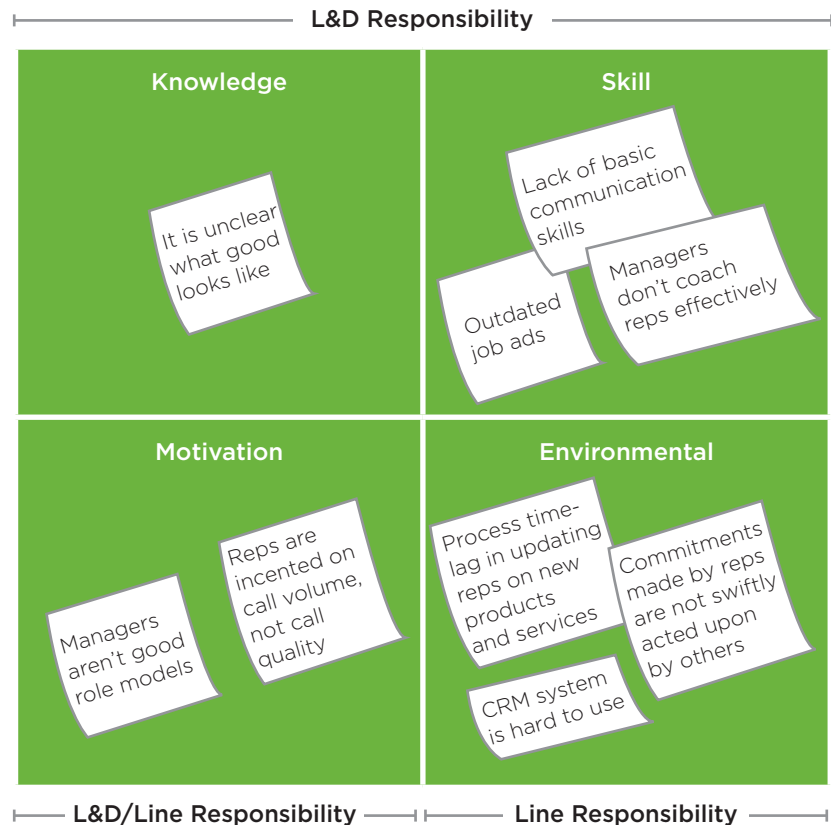
Having identified the root causes of the performance issue, Thomson Reuters’s line partners write the root causes on sticky notes and place them in the appropriate quadrant.

- The collaborative and visual nature of the exercise helps line partners to identify, understand, and accept which root causes of a performance issue they must address to enable the impact of any learning investment.

## Building Ownership for Application Barriers

Case in Point: Application of the Exercise to the Issue of Poor Call Rep Customer Service

Question Addressed: Why is call rep customer service quality low?



### 1. Root causes related to knowledge and skill are typically owned and addressed by L&D:

- Ensure the content of L&D solutions addresses root causes of performance gaps.
- Provide L&D solutions to other learner audiences if needed.

### 2. Root causes related to the work environment and some motivation issues are owned and addressed by line partners:

- Remove those barriers to performance improvement and learning solution application that are beyond L&D’s control—e.g., improve infrastructure, change incentive structures.

Source: Performance Consulting UK.



# From Insight to Action

Improve the Impact of Training on Employee Performance




**Demonstrate to the line and the L&D team the importance of focusing on application.**

**Surface barriers to application and build solutions into program design.**

**Provide learners and managers with tools and information to enable application of learning.**

**Assess the impact of your programs and identify areas for improvement.**

## Products and Services

 **Business Case for Improving Learning Transfer and Application**

## Products and Services

 **Workflow-Oriented Development Approach to Solution Design**


## Products and Services

 **Targeted Impact Planning**

## Products and Services


 **Training Effectiveness Dashboard**


 **Cost-Benefit Analysis Tool for Improving Learning Application**


 **Action Toolkit: Identifying and Removing Barriers to Application**


 **Application Opportunity Identification Tool**


 **Action Plan for Improving Learning Application**


 **Research and Insights**

 **Advisory Support**

 **Proven Best Practices**

 **Peer Benchmarking**

 **Live and Online Learning Events**

 **Decision and Diagnostic Tools**



# Training Effectiveness Dashboard

CLC Learning and Development Tool

The Training Effectiveness Dashboard is a comprehensive survey, benchmarking, and analytics service that supports the delivery of superior L&D programs.

- Monitor and track level 1 (satisfaction), relevance, motivation, and level 3 (application) program results.
- Isolate and address factors behind program underperformance.
- Prioritize program redesign and improvement efforts.

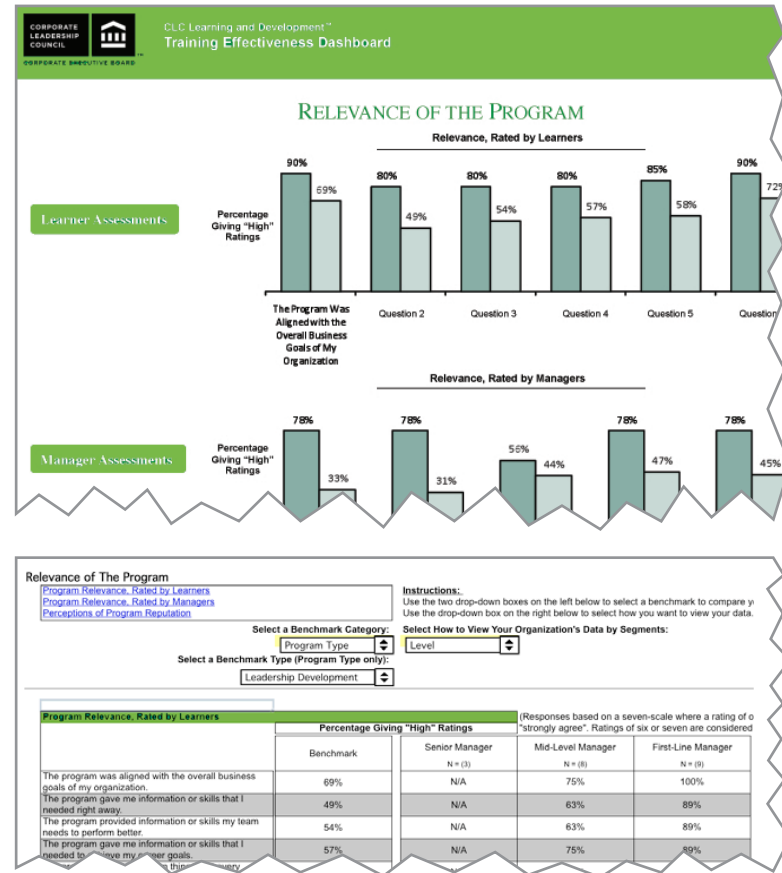
## Dashboard Results Preview

### Program-Level Reporting

- Each report includes question-level analysis for each metric evaluated, including:
  - Brand Metrics,
  - Performance Driver Metrics, and
  - Outcome Metrics.
- View side-by-side comparisons of learner and manager scores.
- Compare scores to external benchmarks.

### In-Depth Analytics

- Receive a data segmentation tool that allows for drill-down metric analysis.



“ I don't see any reason not to use the dashboard. It's so easy to implement and the results are eye-opening. I can't imagine they wouldn't be helpful to any L&D professional.”

Jubal Raffety  
Agilent Technologies