

**Measuring For Success:
How CEOs View the Success of Learning Investments
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How Do You Think They Responded?

The Executive View of Metrics

Measure	We Currently Measure This	We Should Measure this in the Future	My ranking of the importance of this measure
1. <i>Inputs</i> : “Last year, 78,000 employees received formal learning.”	94%		
2. <i>Efficiency</i> : “Formal learning costs \$2.15 per hour of learning consumed.”	78%		
3. <i>Reaction</i> : “Employees rated our training very high, averaging 4.2 out of 5.”	53%		
4. <i>Learning</i> : “92% of participants increased knowledge and skills”	32%		
5. <i>Application</i> : “At least 78% of employees are using the skills on the job”	11%		
6. <i>Impact</i> : “Our programs are driving our top 5 business measures in the organization.”	8%		
7. <i>ROI</i> : “Five ROI studies were conducted on major programs yielding an average of 68% ROI.”	4%		
8. <i>Awards</i> : “Our learning and development program won an award from <i>Training Magazine</i> ”	40%		

***CEO Survey—Fortune 500 and Large Private Companies, ROI Institute
N=96 Respondents**

Status of Measurement

Level	Measurement Category	Current Status*	Goal in 5 Years*	Comments About Status
0	Inputs/Indicators	100%	100%	This is being accomplished now
	Measures inputs into learning and development including the number of programs, attendees, audience, costs, and efficiencies			
1	Reaction and Perceived Value	100%	100%	Need more focus on content and perceived value
	Measures reaction to, and satisfaction with, the experience, ambiance, contents, and value of program			
2	Learning	30 – 40%	80 – 90%	Must use simple learning measures
	Measures what participants learned in the program – information, knowledge, skills, and contacts (takes-away from the program)			
3	Application and Implementation	10%	30%	Need more simple follow-up
	Measures progress after the program – the use of information, knowledge, skills, and contacts			
4	Impact	5%	10%	This is the connection to impact- must isolate the effects of the program
	Measures changes in impact variables such as output, quality, time, and cost-linked to the program			
5	ROI	1%	5%	The ultimate level of evaluation
	Compares the monetary benefits of the business impact measures to the costs of the program.			

* Percent of programs evaluated at each level

» **Please add your numbers in the boxes**

Learning Scorecard for Executives

▶ **0 Inputs/Indicators**

1. Number of Programs
2. Hours Per Employee
3. Cost Per Employee

▶ **1 Reaction**

1. Perceived Value (Index)
2. Business Impact Linkage

▶ **2 Learning**

1. Percent of Programs Evaluated at this Level
2. Learning (Index)

▶ **3 Application**

1. Percent of Programs Evaluated at this Level
2. Application Index
3. Top Barriers to Learning Transfer

▶ **4 Business Impact**

1. Percent of Programs Evaluated at This Level
2. Business Impact Linkage

▶ **5 ROI**

1. Percent of Programs Evaluated at This Level

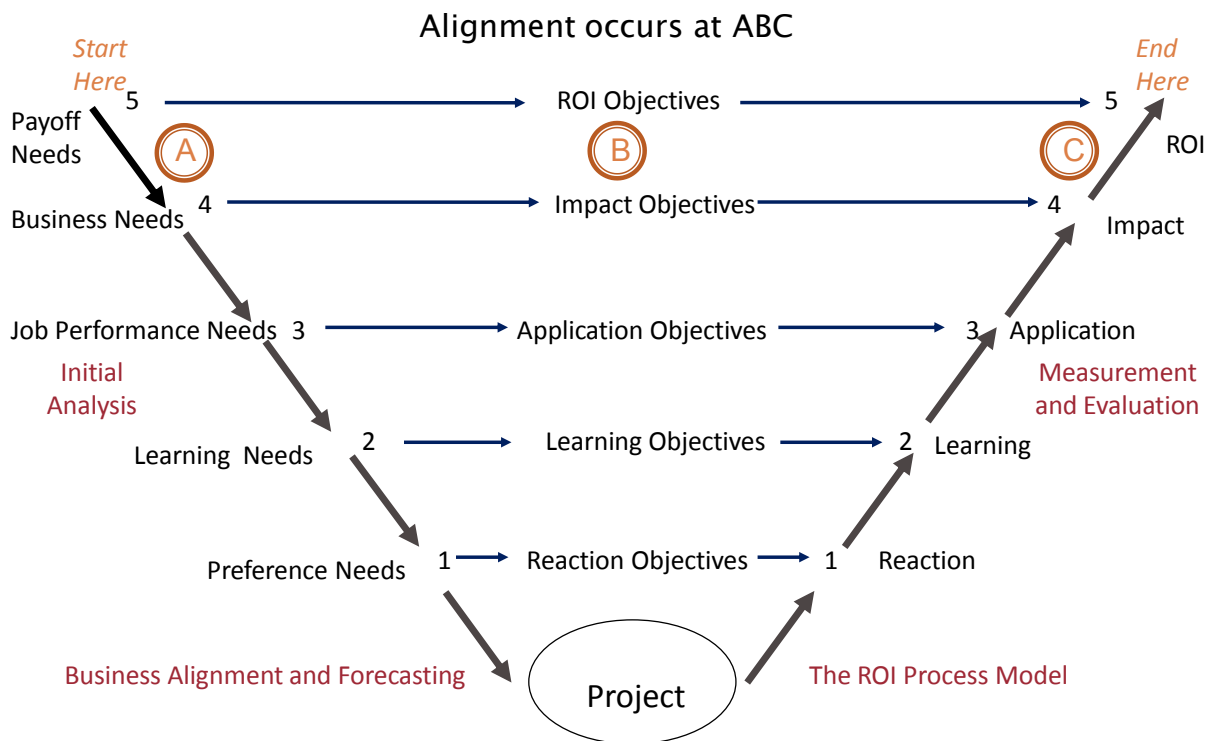
▶ **Intangibles**

1. Top Intangibles

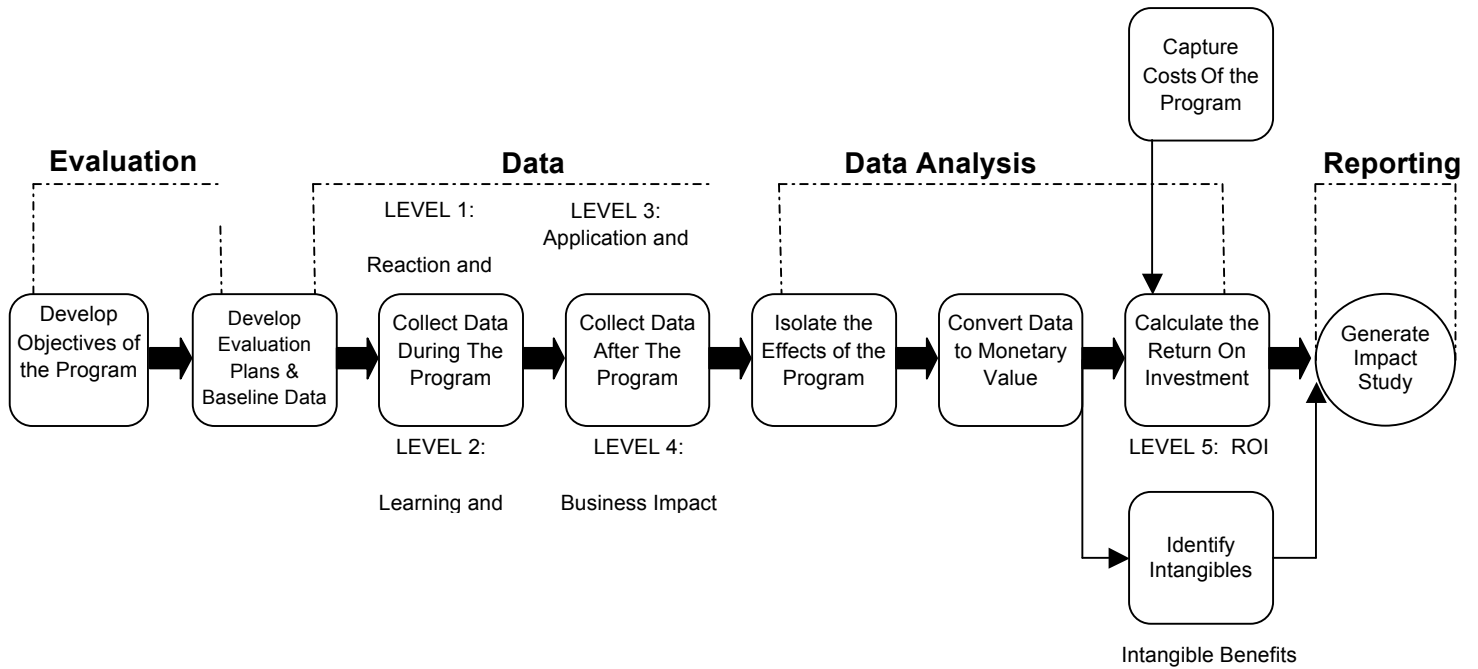
▶ **Awards**

1. Industry and Professional Awards

Business Alignment Model



The ROI Methodology



Challenges

- ▶ Revisit the strategy for setting the investment level
- ▶ Focus on business alignment
- ▶ Report data on business contribution
- ▶ Create a scorecard that reflects value
- ▶ Increase executive involvement in learning and development
- ▶ Build partnerships with key executives