# Strategic Enablement of Learning

~ Trish Uhl, PMP, CPLP

Featured session:

3rd Annual
Adobe eLearning Conference

April 25, 2018 | Washington, D.C.

# GET ACTIONABLE INSIGHTS BY ADDING ADVANCED ANALYTICS TO YOUR LEARNING DESIGN

Transforming Learning into a Strategic Business Enabler

25 April 2018
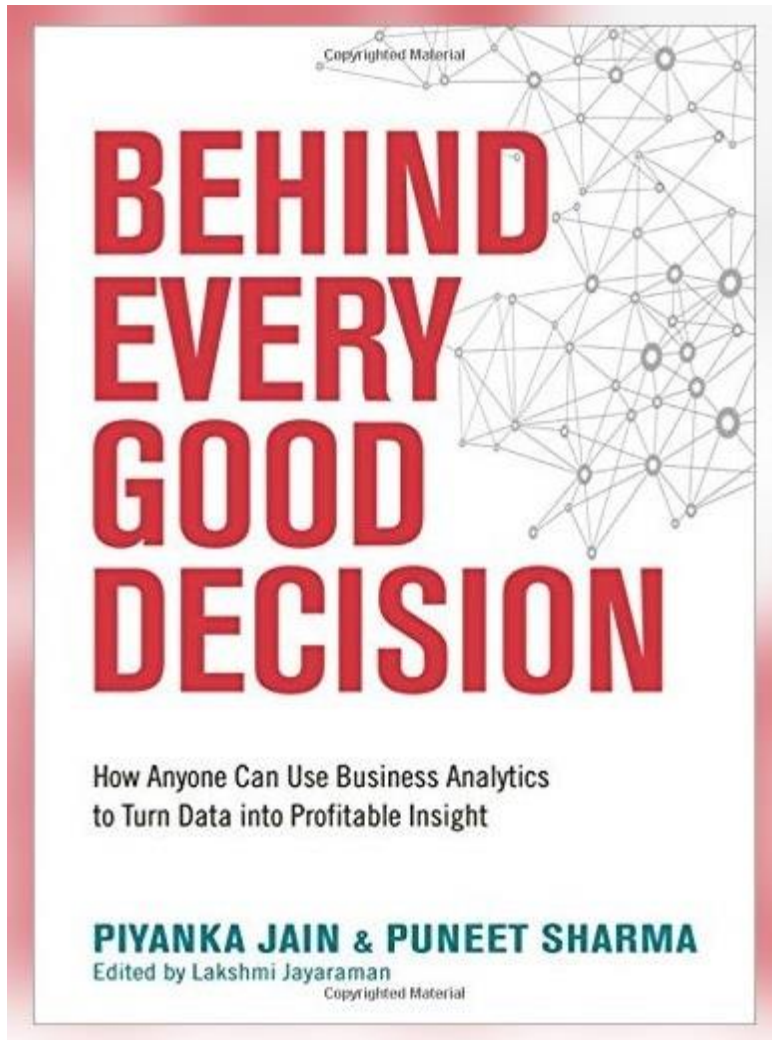
Renaissance Washington, D.C. Downtown Hotel

"*Looking for a moment when you are as close to the soul as possible, that's what design is. It affects all the decisions we make.*"

*- Scott Dadich, Keynote*

Image credit: John Keatley

# How can we design learning experiences that help people make better decisions?

# Introducing Analytics

# BEHIND EVERY GOOD DECISION

How Anyone Can Use Business Analytics
to Turn Data into Profitable Insight

## PIYANKA JAIN & PUNEET SHARMA

Edited by Lakshmi Jayaraman

Behind Every Good Decision: How Anyone Can Use Business Analytics to Turn Data into Profitable Insight
by Piyanka Jain et al.
**Link:** http://a.co/8Cz0F2r

> "*Analytics is the process of getting insights from data paired with the process that drives decision making and impact in the organization.*"
>
> *- Piyanka Jain*

**Analytics**

**is a discipline**

**Physics**

**Gymnastics**

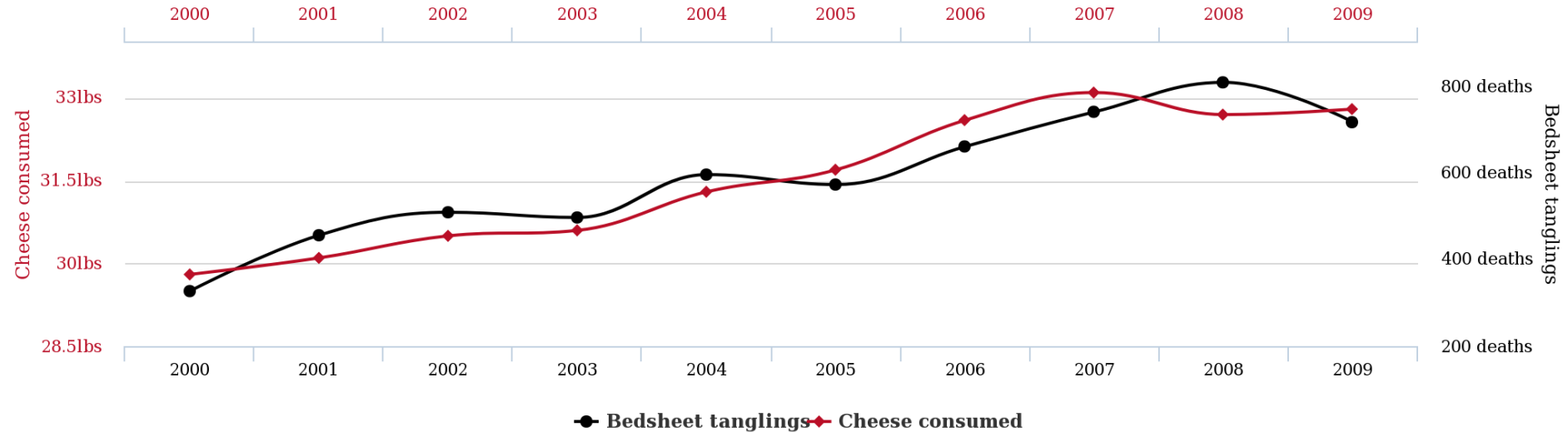# 5 PRINCIPLES

# PRINCIPLE #1

# Analytics

# = Data Science + Decision Science

# Analytics
# = **Data Science** +
# Decision Science

# Per capita cheese consumption
correlates with
# Number of people who died by becoming tangled in their bedsheets



Bedsheet tanglings ● Cheese consumed ◆

tylervigen.com

**Bersin by Deloitte**

# Talent Analytics Maturity Model®

**Level 4: Predictive Analytics**
Development of predictive models, scenario planning
Risk analysis and mitigation, integration with strategic planning

**4%**

**Level 3: Strategic Analytics**
Segmentation, statistical analysis, development of "people models";
Analysis of dimensions to understand cause and delivery of actionable solutions

**10%**

**Level 2: Proactive – Advanced Reporting**
Operational reporting for benchmarking and decision making
Multi-dimensional analysis and dashboards

**30%**

**Level 1: Reactive – Operational Reporting**
Ad-Hoc Operational Reporting
Reactive to business demands, data in isolation and difficult to analyze

**56%**

Source: Bersin by Deloitte (2013)

# Analytics
# = Data Science +
# Decision Science
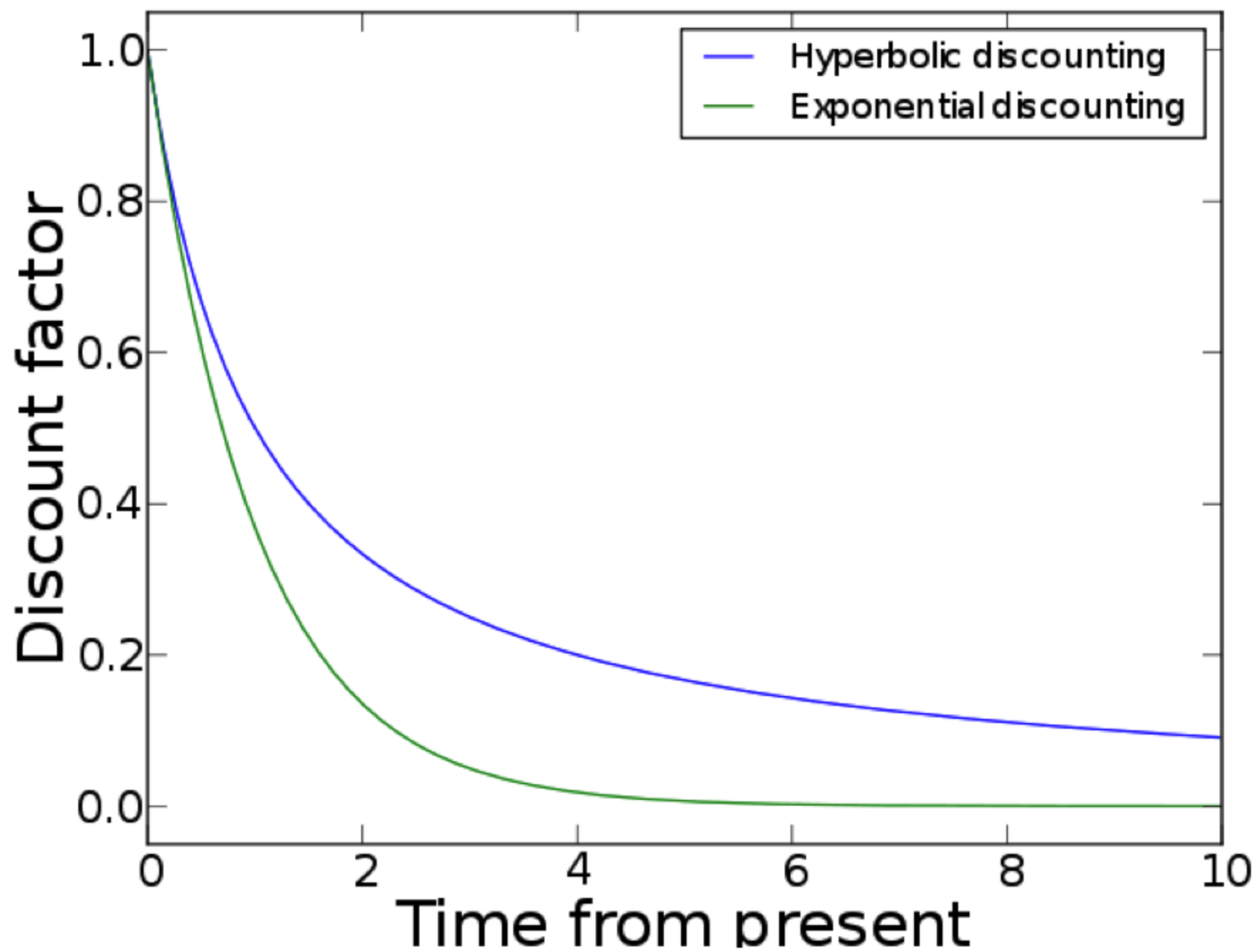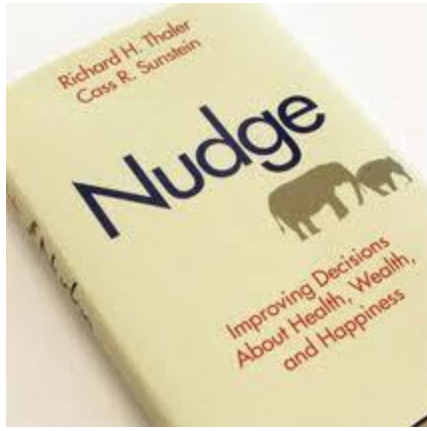
NETFLIX

TODAY

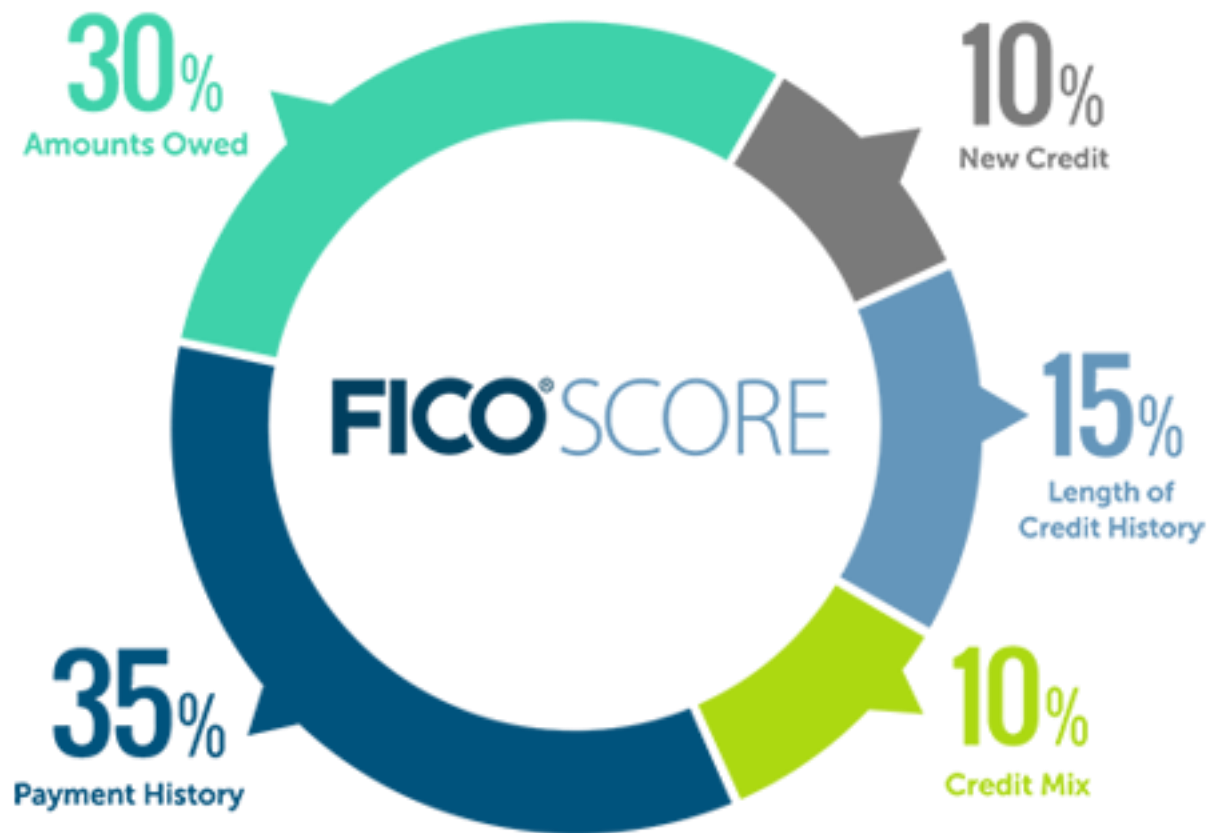TOMORROW

Image credit: Nir & Far

# Nudge Theory

# Behavior Economics

## = Data Science + Decision Science + Behavioral Science

# Who's making business decisions based on Individual Behavior?

**30%**
Amounts Owed

**10%**
New Credit

**15%**
Length of
Credit History

**10%**
Credit Mix

**35%**
Payment History

FICO SCORE

Source: FICO (2017)

# PRINCIPLE #2

# Audience Analysis

## vs

# Needs Analysis

# Inspire Behaviour Change to Address Performance Gaps

- Knowledge

- Skills
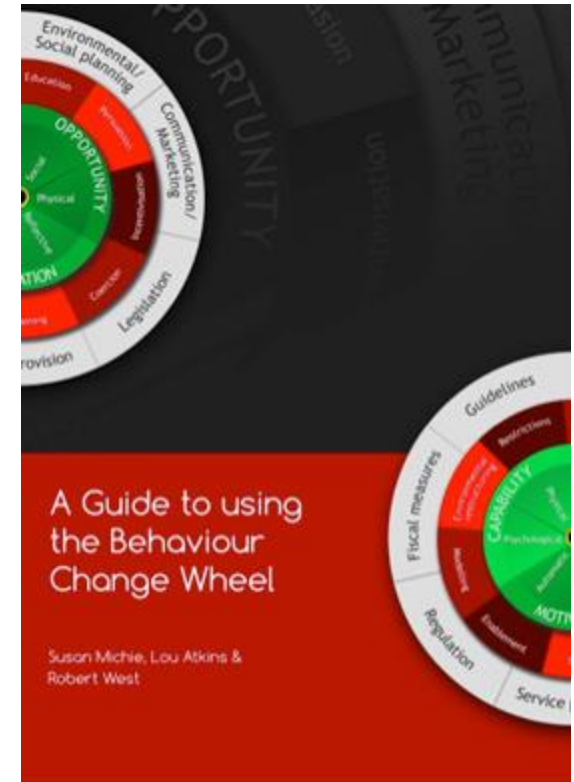
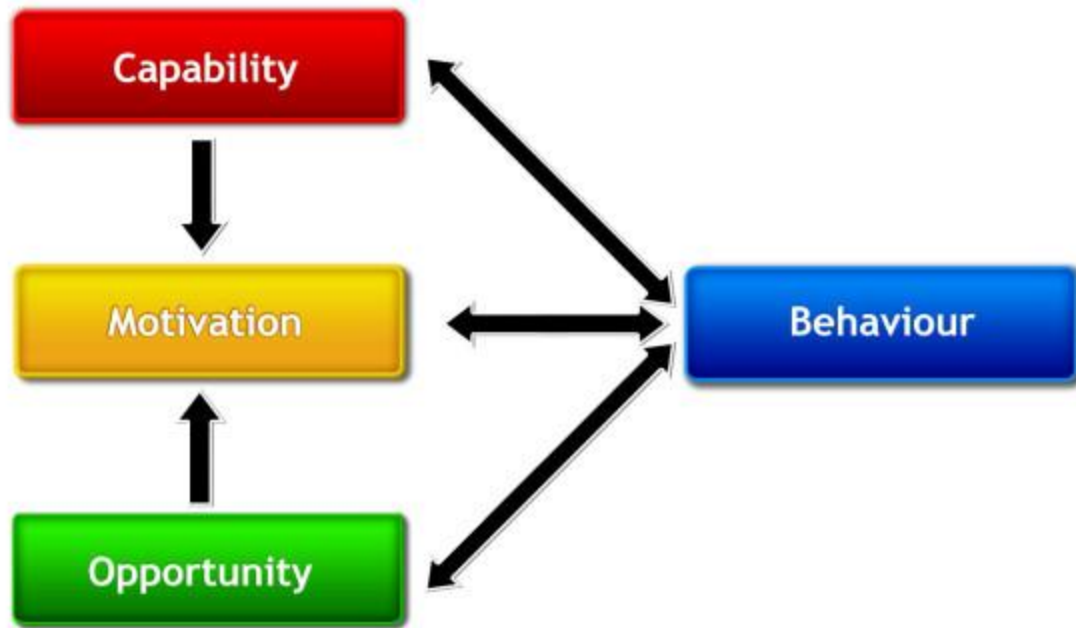- Motivation

- Habit

- Environmental

- [Health]

**Design for How People Learn (2nd Edition) (Voices That Matter)**
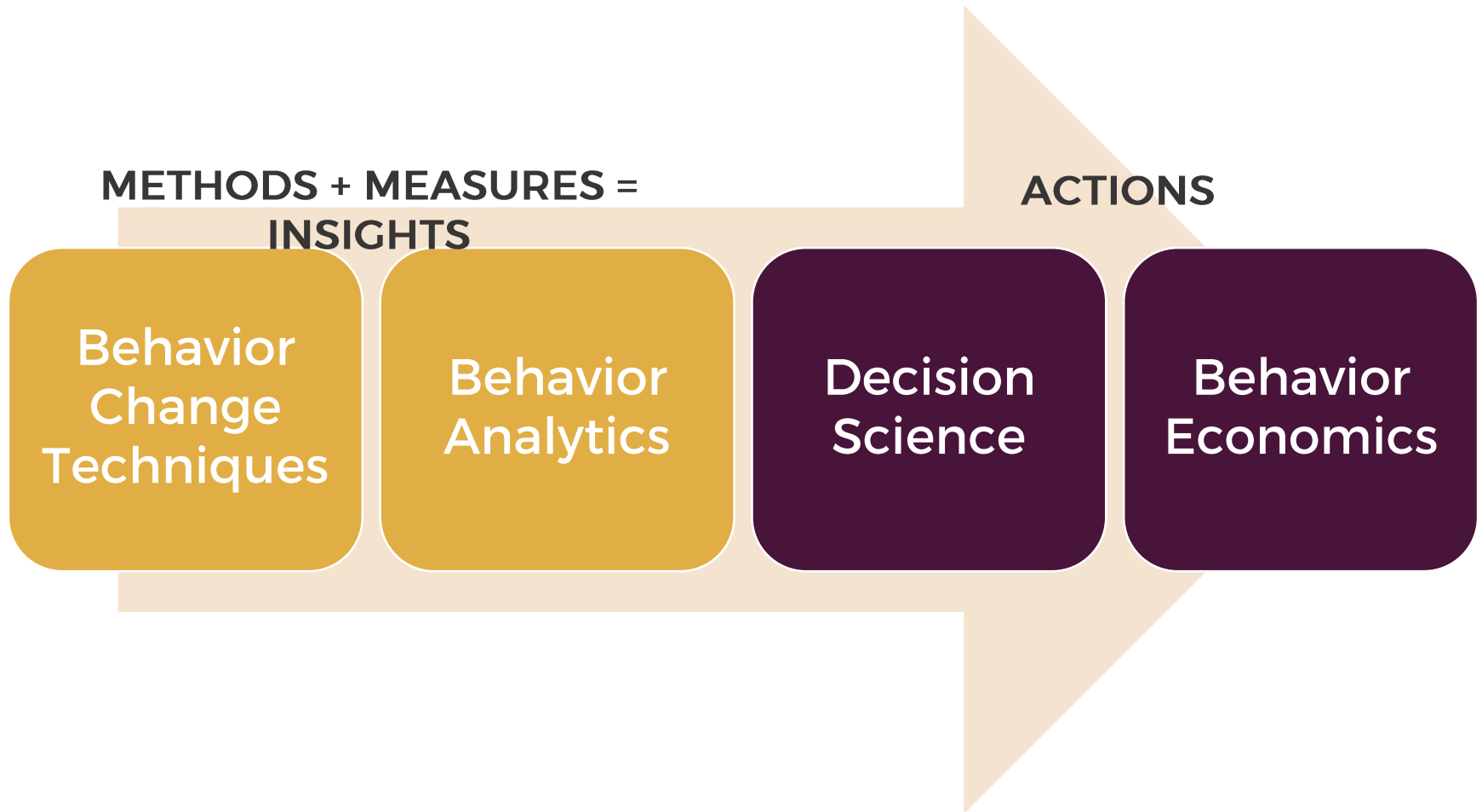by Julie Dirksen
**Link:** http://a.co/hJ4K5cF
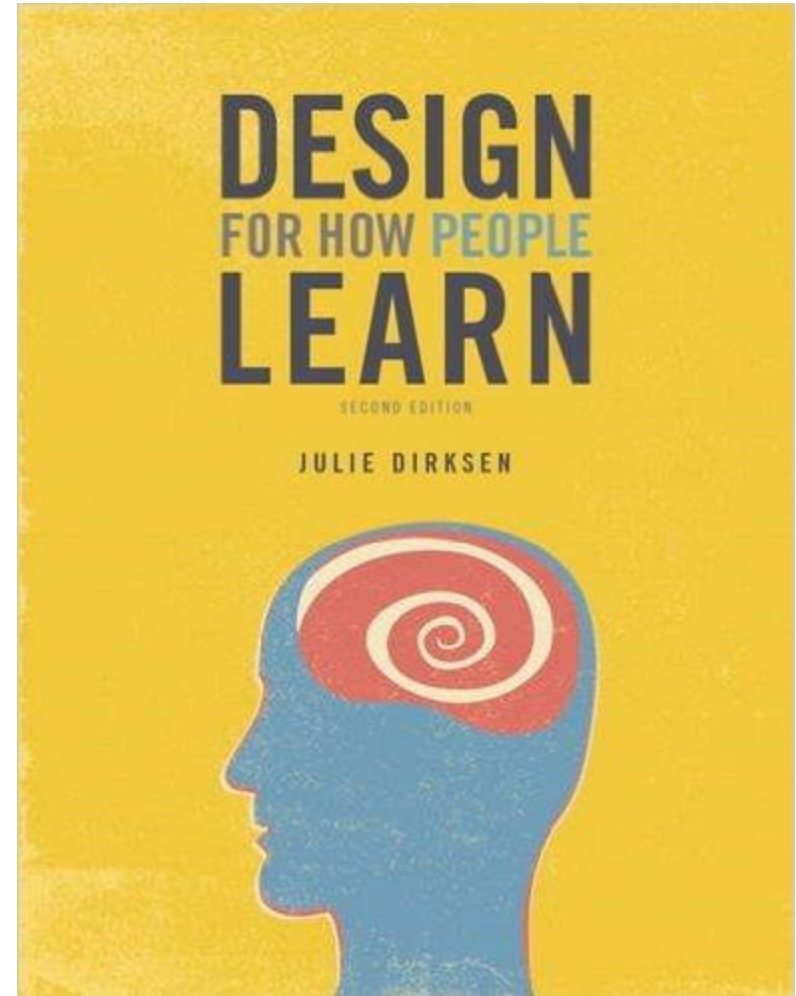
# Designing Interventions for Behaviour Change

# PRINCIPLE #3

# Methodology

# over

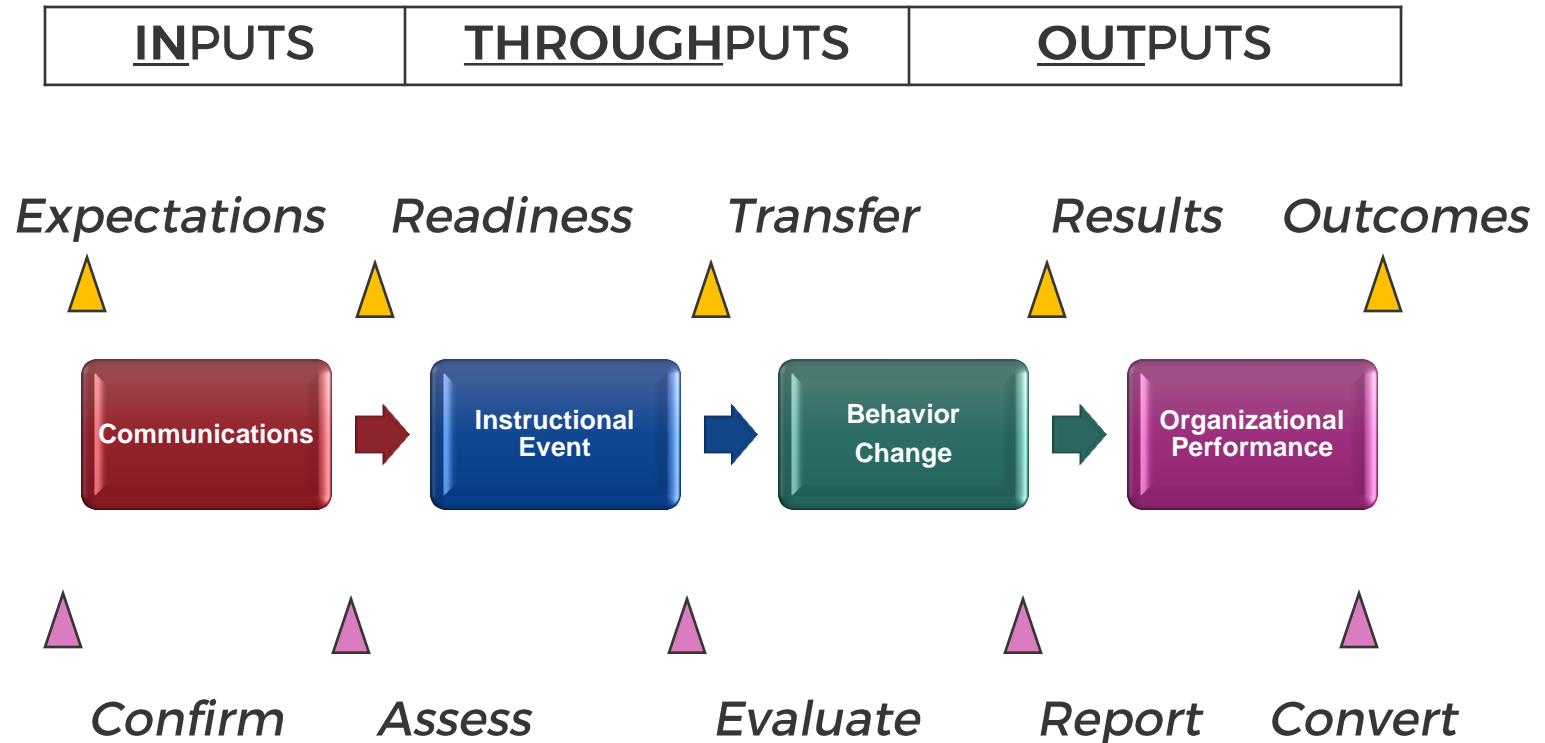# Technology

# Responsive Systems have Feedback Loops

METHODS + MEASURES = INSIGHTS

ACTIONS

| Behavior Change Techniques | Behavior Analytics | Decision Science | Behavior Economics |

Engagement

Productivity
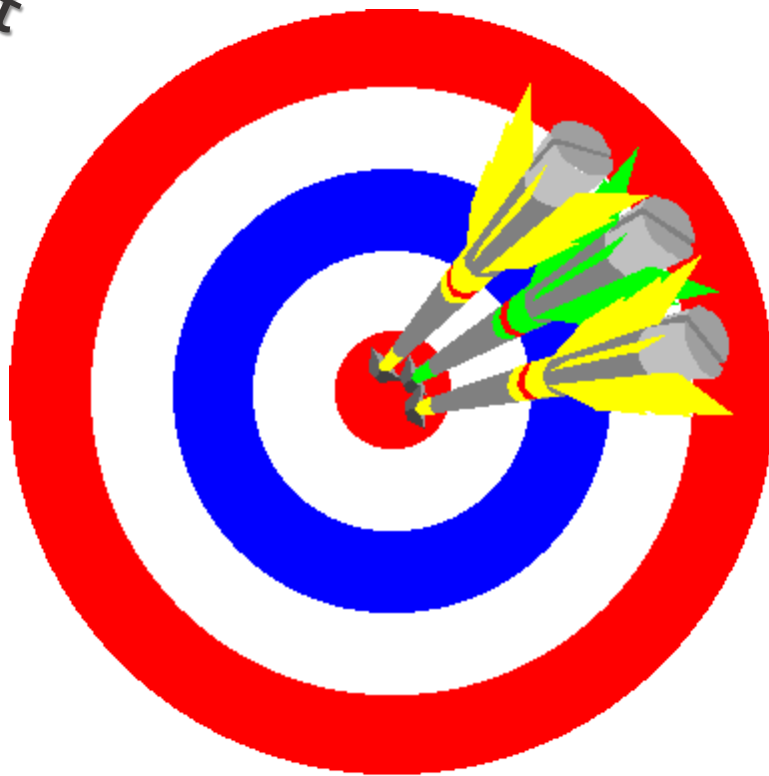
Leadership

Performance

# Learning Systems Engineering™
creating a **value stream** for learning

| **IN**PUTS | **THROUGH**PUTS | **OUT**PUTS |
|---|---|---|

*Expectations*  *Readiness*  *Transfer*  *Results*  *Outcomes*

| Communications | → | Instructional Event | → | Behavior Change | → | Organizational Performance |
|---|---|---|---|---|---|---|

*Confirm*  *Assess*  *Evaluate*  *Report*  *Convert*

Learning Solutions Framework with embedded feedback loops offering macro & micro decision-support

# PRINCIPLE #4

# Leading

## vs

## Lagging

**Bersin by Deloitte**

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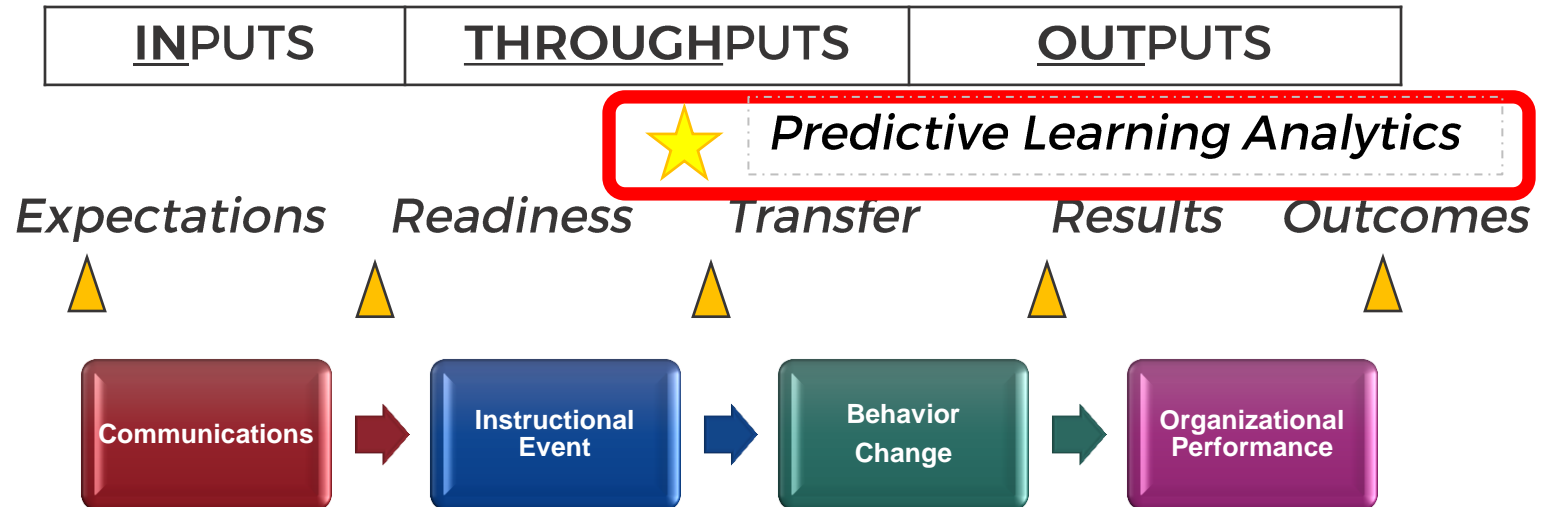**56%**

Source: Bersin by Deloitte (2013)

# Adding Rocket Fuel

- How do we apply Advanced Analytics to better Optimize outcomes?

# Learning Systems Engineering™

creating a **value stream** for learning

| **IN**PUTS | **THROUGH**PUTS | **OUT**PUTS |
|---|---|---|

⭐ *Predictive Learning Analytics*

*Expectations*   *Readiness*   *Transfer*   *Results*   *Outcomes*

Communications → Instructional Event → Behavior Change → Organizational Performance

Measure short-term progress toward long-term goals

# PRINCIPLE #5

# Specific

## vs

## Generic

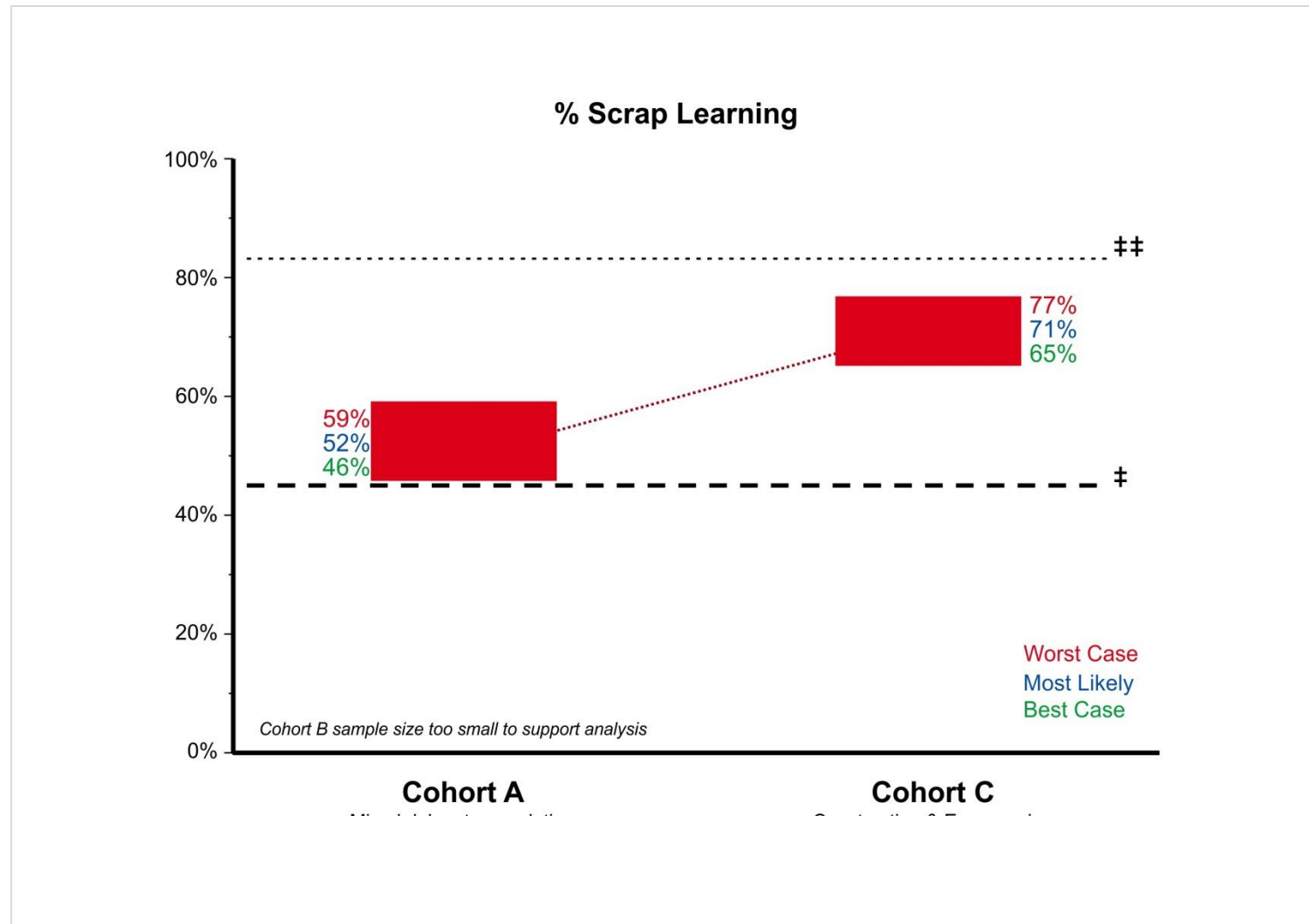Cohort C: Learner Application Index™ (LAI) Scores (raw numbers)
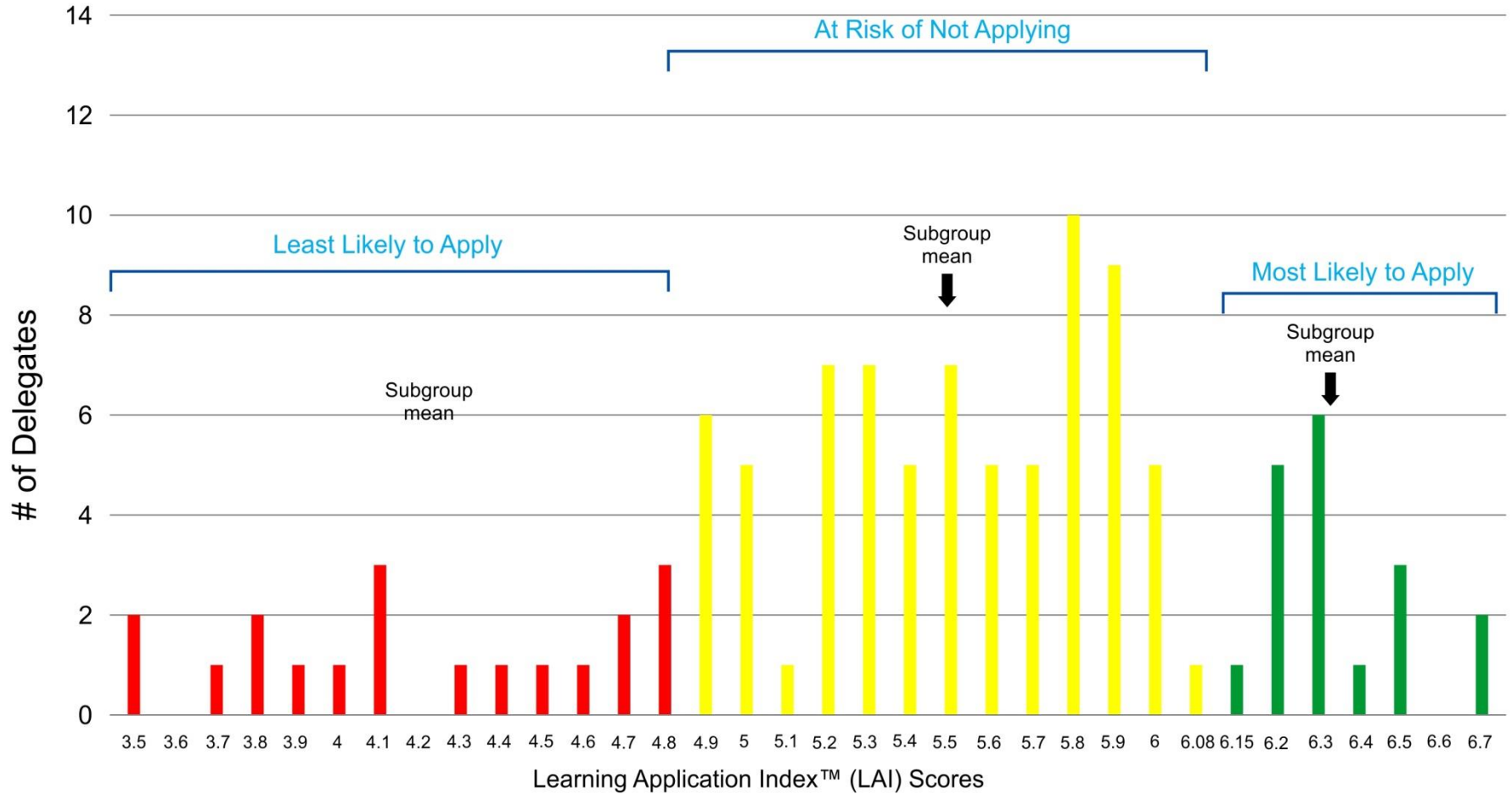
Cohort C: Manager Training Support Index™ (MTSI) Scores*
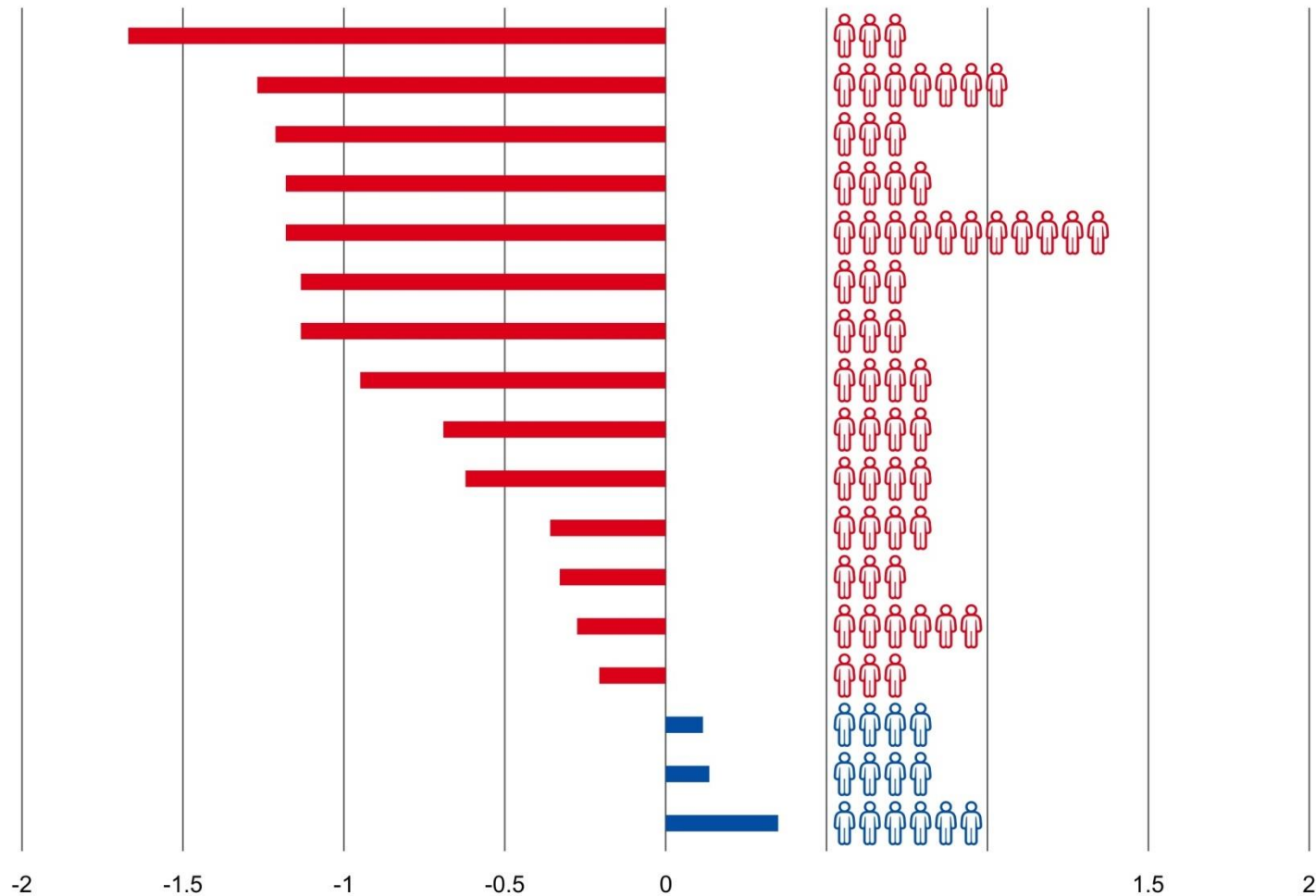
**82%**
Managers *Most Likely*
**Not** Supporting this Training Program

*Only reporting MTSI scores for Managers with three or more direct reports enrolled in this Cohort

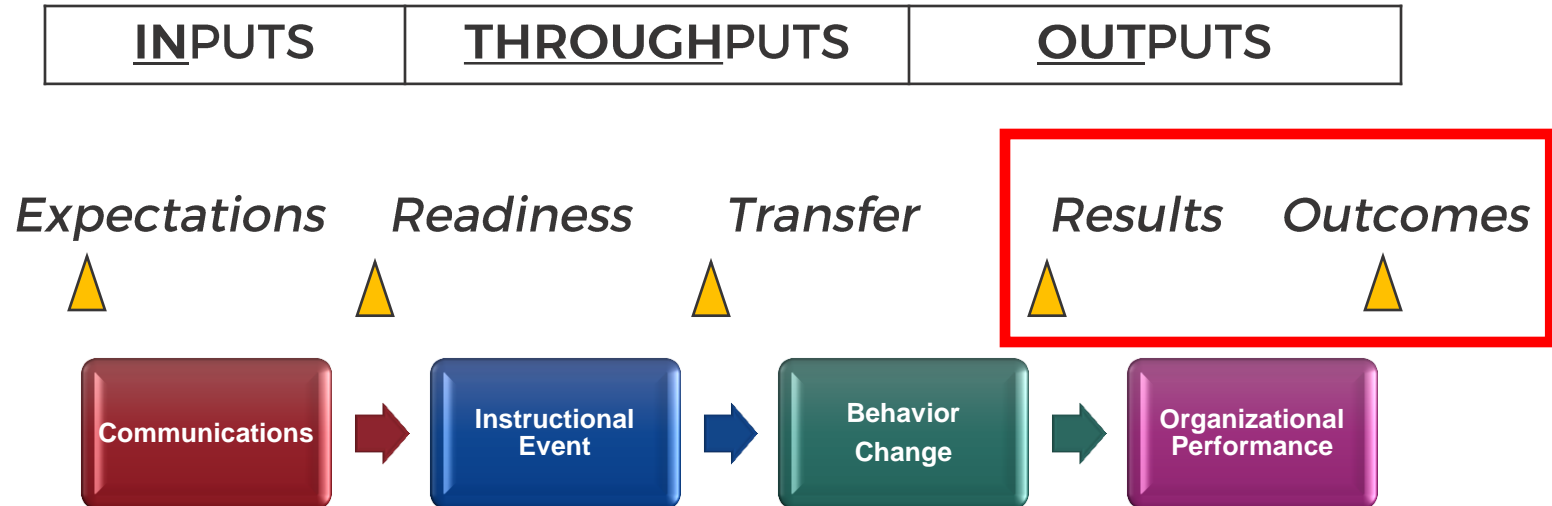# Quality Check: % Scrap Learning
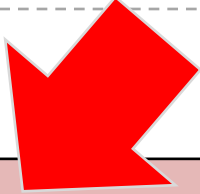
# 5 Steps

# Step #1
# Alignment

# Learning Systems Engineering™

creating a **value stream** for learning

| **IN**PUTS | **THROUGH**PUTS | **OUT**PUTS |
|---|---|---|

*Expectations*    *Readiness*    *Transfer*    *Results*    *Outcomes*

Communications → Instructional Event → Behavior Change → Organizational Performance

# Align to Business Strategy

Example: 5 Year Strategic Business Plan (2015-2020)

| Responsive customer service | | | |
|---|---|---|---|
| Direct compensation paid where we let you down. | *Quick and effective resolution of your queries.* | *Improved service to you and your community.* | *Improved ranking in our regulator's league table for customer satisfaction.* |
| This will be linked to the service standards set out in our updated Customer Charter. | 90 per cent of your queries resolved first time by 2020. | Increase the number of customers who feel our service meets their individual needs and those of their community. | Be among the best by 2020. |
| | *2013: First time resolution = average of around 80 per cent.* | *This will be measured through regular satisfaction surveys.* | *2012 to 2013: Ranked 19th out of 21 companies.* |

# Step #2
# Skills

# Knowledgeable

## Deep Organizational Knowledge

*attuned to customers*        *resolves problems*

**3-year time horizon** →

# Personal Resilience

**Mood**        **Voice / Tone**        **Energy**

*friendly*        *calm under pressure*        *perseverance*

## 90% of Calls Resolved the First Time (2020)

Baseline: 80% [2013]

Skills are a set of knowledge and abilities that contribute to enhanced employee performance and result in organizational success. Derive Skills from your business goals and align them with the relevant courses. Click Add to create new Skills with credits and levels. Click Actions to modify, remove or assign them to learners.

Active    Retired

| Skill | Levels | Credits | Courses | Learners |
|-------|--------|---------|---------|----------|
|  | Level 1 | 1 | 6 | 1 |
| Respond to Criticism / Feedback | Level 1 | 10 | 1 | 1 |
|  | Level 2 | 20 | 0 | 0 |
|  | Level 3 | 30 | 0 | 0 |

At some point in your life you will be criticised, perhaps in a professional way. Sometimes it will be difficult to accept – but that all depends on your reaction. You can either use criticism in a positive way to improve, or in a negative way that can lower your self-esteem and cause stress, anger or even aggression.

**Sidebar navigation:**

- Getting Started

**LEARNING**
- Courses
- Learning Programs
- Learning Plans
- Certifications
- Catalogs
- Job Aids

**MANAGE**
- Users
- Skills
- Reports
- Announcements

**CONFIGURE**
- Gamification
- Badges

How to Implement Skill-based Learning in Your Enterprise
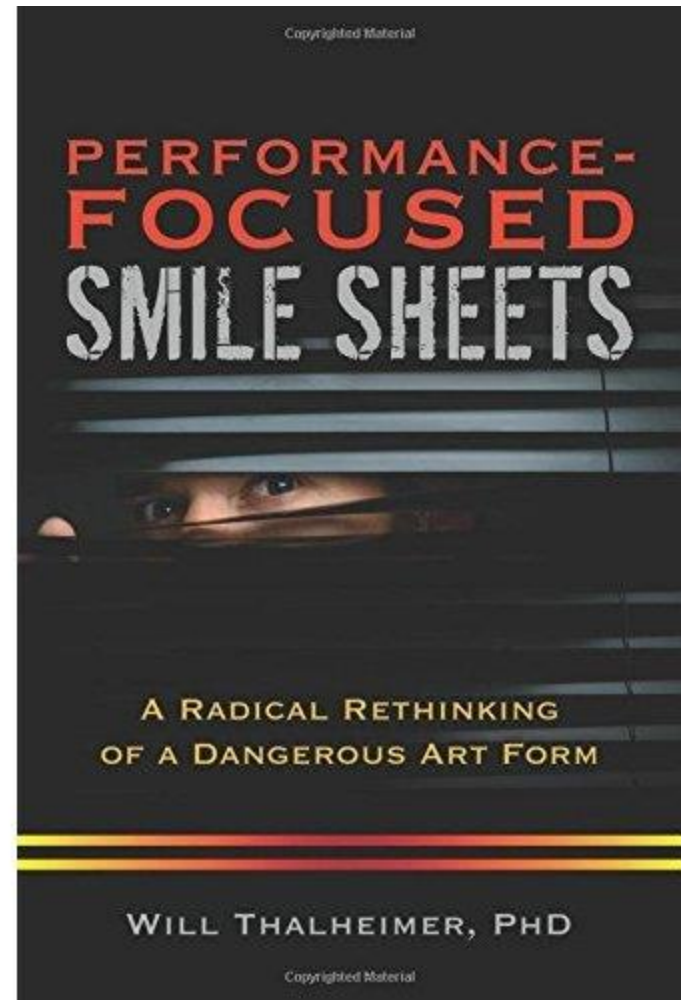https://youtu.be/MjnW6UfXcHs
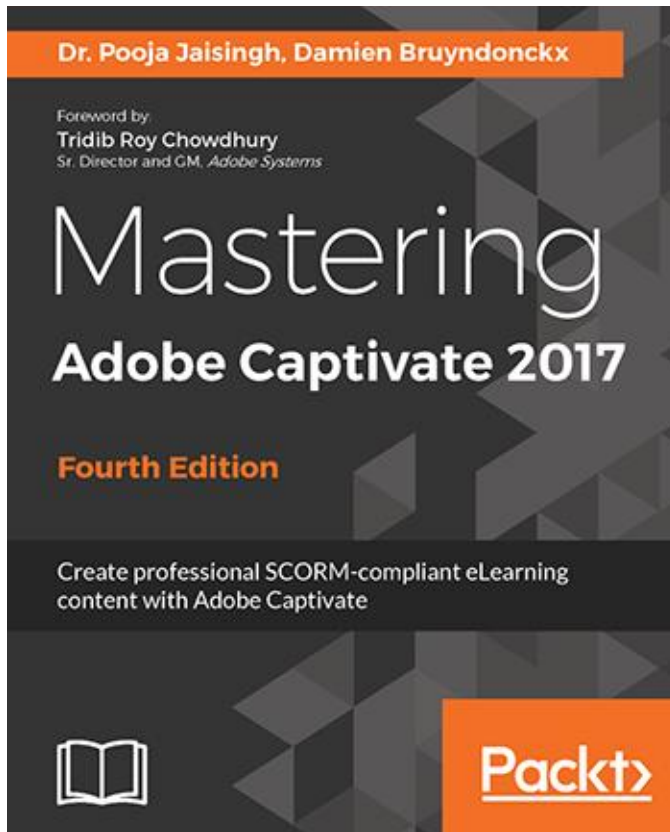
# Step #3
# Evaluate

# Hack Your Level 1 Smile Sheets

- Evidence-based questions

**Performance-Focused Smile Sheets: A Radical Rethinking of a Dangerous Art Form**
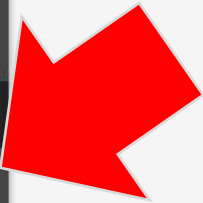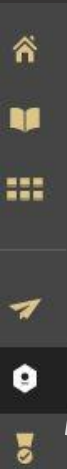by Will Thalheimer PhD
**Link:** http://a.co/hPu7QM3

Dr. Pooja Jaisingh

Damien Bruyndonckx

# Step #4

# Report & Recommended Actions

# Badges

Course

Download All: PDF | Open Badge

☐ **BLACK BELT**
Status: Achieved
Completed Developing Personal Resilience on Oct 23, 2017

PDF | Open Badge

☐ **Business Communication**
Status: In Progress
Complete Business Communications (Sample Course) to achieve this badge

PDF | Open Badge

# Skills

☐ **SCHOLAR**
Status: Achieved
Completed Respond to Criticism / Feedback on Oct 23, 2017

PDF | Open Badge

# Reporting & Recommended *Actions*

- Talent Development Reporting Principles – report templates

- L&D Measurements Library



**Introduction to Talent Development Reporting Principles (TDRp)**

CTR
Center for Talent Reporting

David Vance, Executive Director
Peggy Parskey, Assistant Director
Center for Talent Reporting

https://www.centerfortalentreporting.org/

# 3 Ways

# #1 Set Your Road Map

# Owl's Ledge Learning & Development Career Pathways Road Map™

**Learning Manager**
Manages multiple teams and assignments of moderate complexity and variety.
**Salary:$95,400***

**Learning Practitioner**
**0-3 years**

**Learning Senior Consultant**
**3-5 years**

**Learning Manager**
**5-10 years**

**Learning Senior Manager**
**10+ years**

**Learning Executive**
**15+ years**

**Learning Specialist**
**5+ years**

**Learning Practitioner**
Performs core work and projects in line with the work plan.
**Salary: $39,063***

**Senior Learning Consultant**
Leads and performs moderately complex, high risk or high profile individual assignments, and reviews the work of team members.
**Salary: $55,930***

**Learning Specialist**
Demonstrates skills on longer & more complex assignments. Extends to technical-depth.
**Salary: $64,052***

**Senior Learning Manager**
Manages multiple teams and assignments of moderate complexity and variety.

Runs departments.
**Salary: $123,427***

**Learning Executive**
Responsible for modeling learning leadership; enabling execution of organizational strategy through learning function; partnering with business to promote improving human performance through learning; and runs the business. Drives WLP thinking at the C-Suite. Builds a High-Impact Learning Culture.
**Salary: $165,291***

*National Median Salary (USA)

**ASTD Competency Model™** | **CPLP®** | **TDRp (I, II)**

**Workplace Competencies**

**Personal Effectiveness Competencies**

# #2 Use Your Resources

# What's YOUR takeaway?

# #3 Follow a Framework

# Owl's Ledge 5-Step Coaching Process for Learning Professionals

Clarify Your Direction

Strategize Your Actions

Upgrade Your Skills

Optimize Your Environment

Master Your Psychology

**Jack Canfield – Success Principle # 45**

"One of the best kept secrets of the successful – one of the things they successful do to accelerate down the path – is to participate in some kind of coaching program – it's at the top of the list."

# Get in Touch!

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You Tube www.youtube.com/user/owlsledge

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