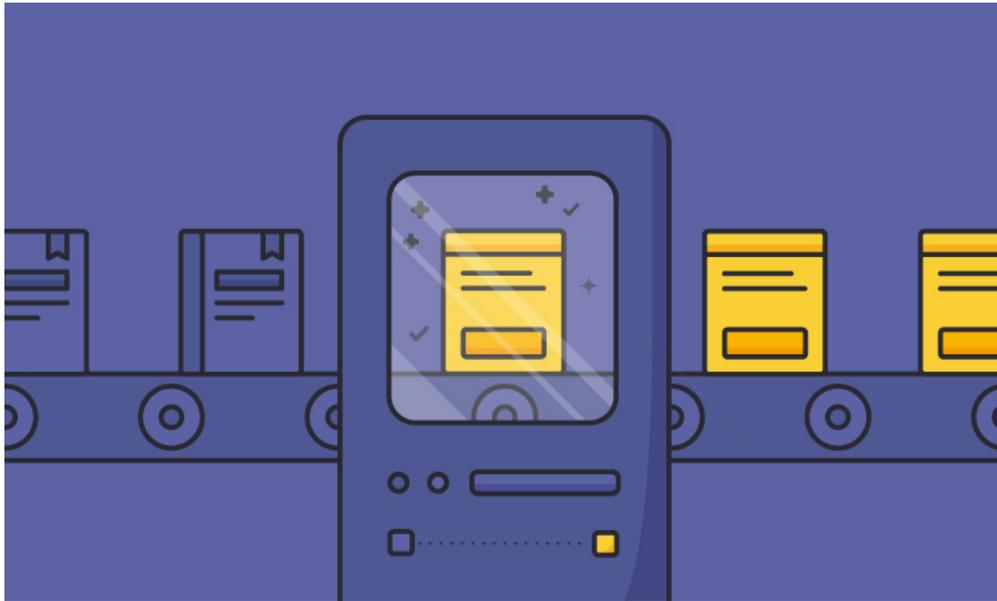


The Definitive Guide to Measuring Learning

In this 10 minute Lesson, you will discover how to start tracking your employee learning.

Welcome!



In the following Lesson, you'll learn how to start tracking your employee learning. You'll learn how much time you or your team saves, how much better they know the material, and how it's impacting their performance.

Discussion Topics Include:

- The Importance of Measuring

- Finding Your Hierarchy
- Feedback Loops
- Tracking Data Through Multiple Systems

It should take about 10 minutes to complete this Lesson.

Let's get started...

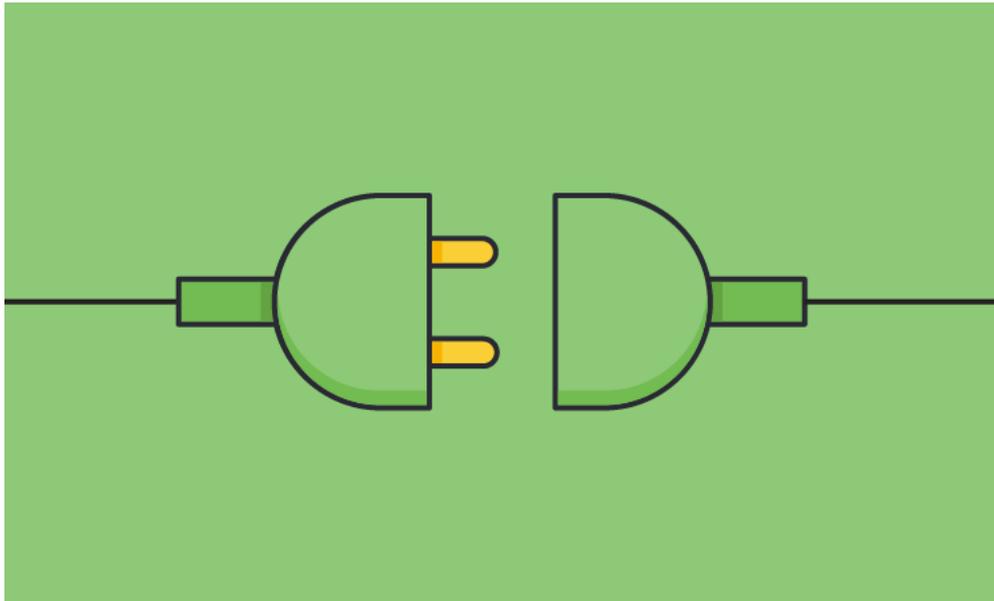
Note: To get started, click the arrow on the right.

The Importance of Measuring

The Disconnect in Employee Training

When training employees, it's easy to focus solely on communicating the information while ignoring the results.

According to [Measuring the Employer's Return on Investments in Training](#) from Missouri State University, “Unfortunately, few companies calculate the ROI in employee training... well-conceived case studies reviewed in this article report ROIs in the range of 100 to 200 percent.”



Benefit of Tracking Employee Learning

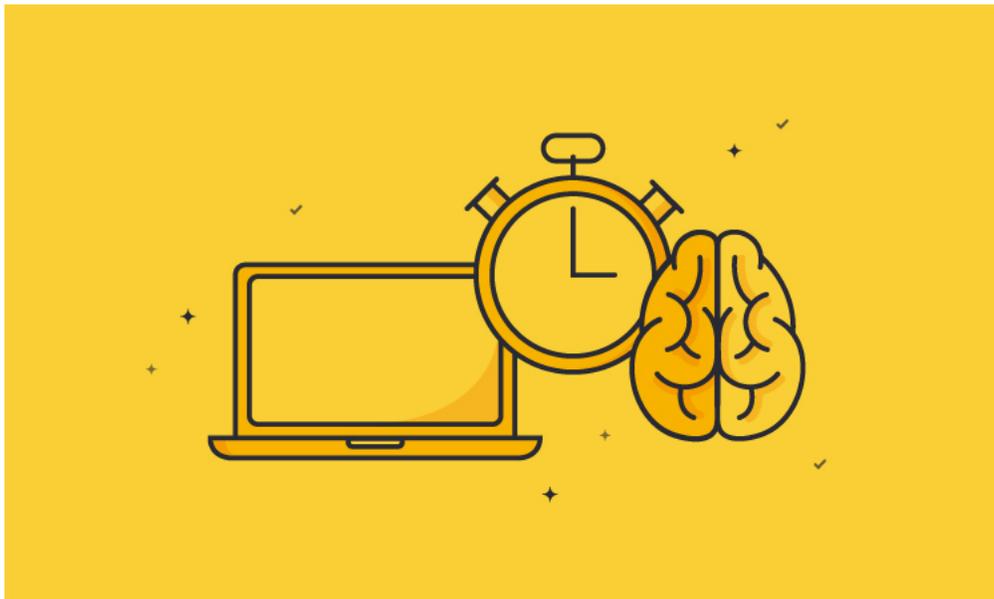
By tracking your employee's learning, you can easily know what's working and what isn't.

Armed with this knowledge, you can make better business decisions to drive your team ahead in the best way possible.

Finding Your Hierarchy

Finding where you should be on the hierarchy of learning measurement is important. You do not need to invest time in something that is unnecessary for your team.

The next few sections will help you distinguish where your team fits and where you should start with your learning metrics.



We'll work our way up starting from the least amount of tracking, to the most:

- No Measurement
- Completion
- Comprehension
- Time to Productivity
- Performance Impact

You will also learn what it takes to achieve each stage, so you can set up the most appropriate tracking system for your team.

Note: If you ever need to jump around a Lesson, just click the magnifying glass icon next to your Lesson's title. It will take you to the Lesson's Table of Contents.

No Measurement

The **No Measurement stage** is exactly what it sounds like—you are not keeping track of any training activities.

This might be the situation your team is in right now, and that's okay. Everyone starts at this stage.

Characteristics of this stage include:

- Sending lessons in emails
- Optional presentations
- Large meetings with no roll call



The Problem

One problem with this stage is **accountability**. You have no idea if people are actually opening their emails or not. It presents a huge problem to outsourced teams or even people on different schedules. Simply sending an email or document sometimes means it's not of great priority or importance.

Another problem is the **lack of improvement over time**. If you cannot measure your learning, you have no idea if it's working.

You could be losing potential in employee training and not even know it.

Additionally, when companies don't track training, **there isn't a feedback loop to understand what people need**. Your employees could be completely lost without you knowing.

The only positive about this stage is its low level of maintenance. If you are working on a very small team where you can ask questions and facilitate discussion, you might be able to make this work.

Completion

In the **Completion stage**, you begin to keep track of who is consuming your training material. It requires a little more structure than the No Measurement stage, but it's a great place to start measuring.

Characteristics of this stage include:

- Validating completion of assigned material
- Interaction with training occurs only once
- Taking attendance in classroom-style instruction
- Tracking is often offline using spreadsheets



The Problem

The problem with the Completion stage is **you cannot grasp comprehension levels of anyone completing the training.**

You won't be able to tell the difference between an employee blowing through the material by skimming and one who took their due diligence.

The Completion stage will also work for small teams that are a little bigger teams than the No Measurement stage. If there is a

lot of on-the-job training on your team with little repeated between sessions, then tracking completion could be sufficient.

Comprehension

In the **Comprehension stage**, you are asking employees questions that reveal how well they understand the material. This allows you to begin gaining insight not only into who is engaged with training, but into who needs further assistance.

“I have another major concern with the traditional “ride-along” approach to sales training. A “ride-along” sales training strategy is neither scalable nor predictable.

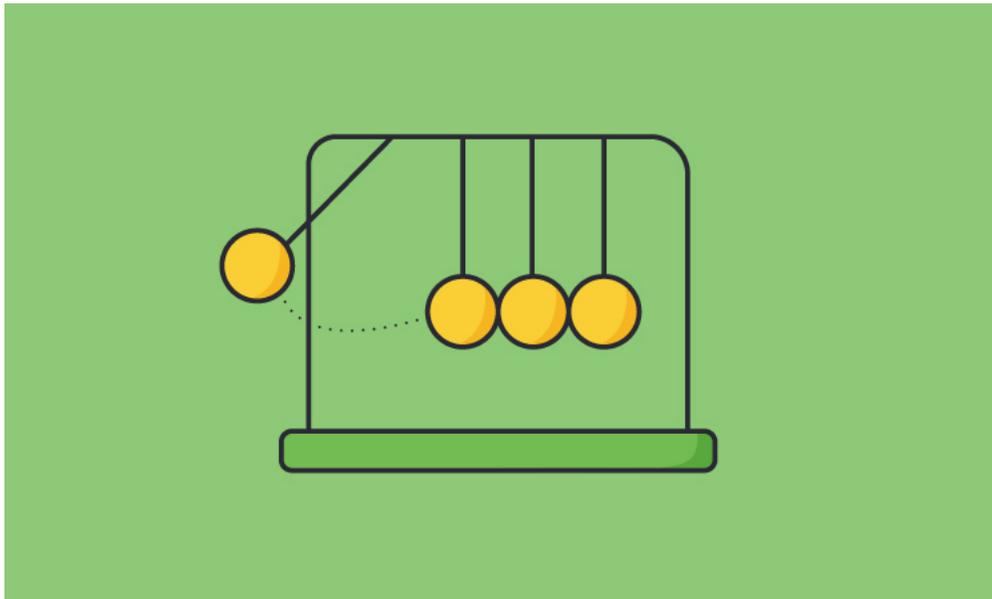
What if I had to accelerate sales hiring? How many new hires could possibly shadow each top performer? Are these new hires going to be a distraction to the top performers? How should I quantify the success of the program? How should I audit and improve it?

I needed a sales training system in which success could be measured. I needed a sales training formula that could be iterated in a scientific way. For this reason, I added an

*exam and several certifications to the training process.” –
Mark Roberge, Hubspot*

Characteristics of this stage include:

- Quantitative and qualitative evaluation
- Integrating multiple question types
- Evaluation of employees outside of lessons



If you choose to pursue a Comprehension tracking, your learning should integrate multiple question types, such as free response, multiple select, and multiple choice.

Also, take the time to interact with employees outside of the learning environment. Hold a discussion and see what your learners picked up on or missed completely.

The Problem

The problem with the comprehension stage is **you cannot grasp the financial impact of learning on your employees.** Your employees may very well understand every lesson, but how they are applying their knowledge may not be quantifiable.

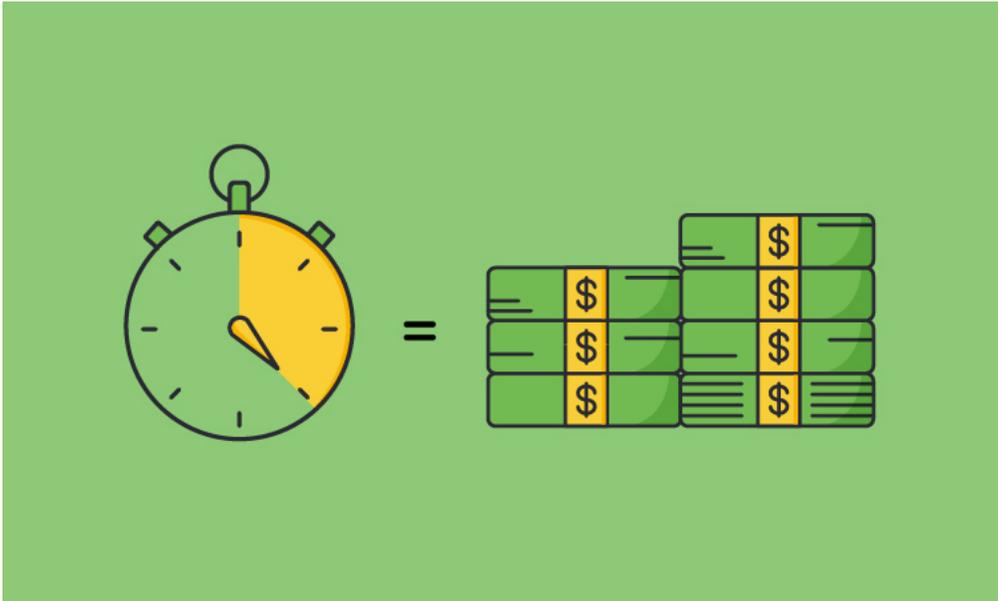
The Comprehension stage works well with medium-sized teams where similar learning is taught to many people in the same role.

Time to Productivity

In the **Time to Productivity stage**, you can begin taking your first step toward calculating a return on investment for your learning program. In it, you track how long it takes for an individual to comprehend training material enough to be productive.

Characteristics of this stage include:

- Tracking time to get learners up to speed
- Associating training with an expense
- Setting training up for better forecasting



Use this equation to evaluate how much one hour of your employee's time costs:

Employee's Salary / 250 working days / 8 hours = Hourly Rate

For example, let's say an employee makes \$30,000 annually. That's \$15/hour.

If your current training program takes 10 hours and your new training program takes 5 hours, your new training program saves $5 \times \$15$, which is \$75 per employee.

Modcloth discovered that it was saving 4 hours per employee in their new employee onboarding. [Find out more about that here.](#)

The Problem

The problem with the time to productivity stage is associating learning as an expense, rather than making learning an asset like the Performance Impact stage.

The Time to Productivity stage works best with quickly growing teams and companies with high turnover rates, regardless of size, who don't require true performance impact insight.

Performance Impact

In the **Performance Impact stage**, you have reached the pinnacle of tracking training. You're evaluating and comparing multiple metrics relative to each position in your company.

Characteristics of this stage include:

- Assessing business-objective impacts
- Associating training with revenue
- Evaluating job-specific metrics



To climb the training mountain, it has to make sense for your company and your team.

A few examples of teams where performance impact tracking would be helpful are customer service teams, sales teams, and new employees in growing businesses.

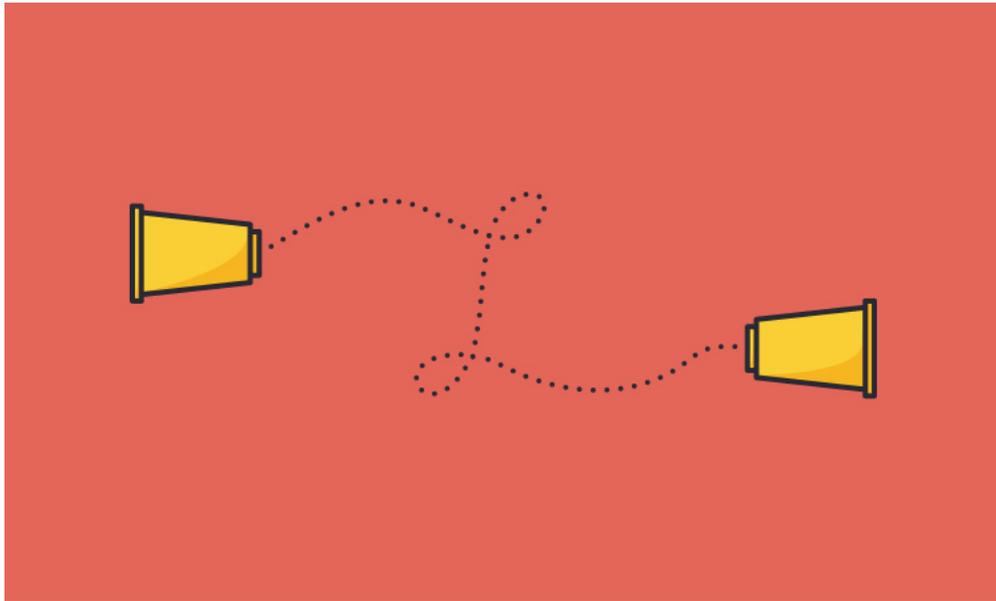
In this scenario, training is an investment rather than an expense. You train to get the end result.

To see if you are getting the a value in your training, try setting up an ROI equation to see how much greater revenue should be with the time spent training.

Example ROI calculation: (Revenue Gained/Cost of Training)

Note: You can always refer back to this Lesson by going to your My Assignments tab or searching for it in your Learning Library.

Feedback Loops



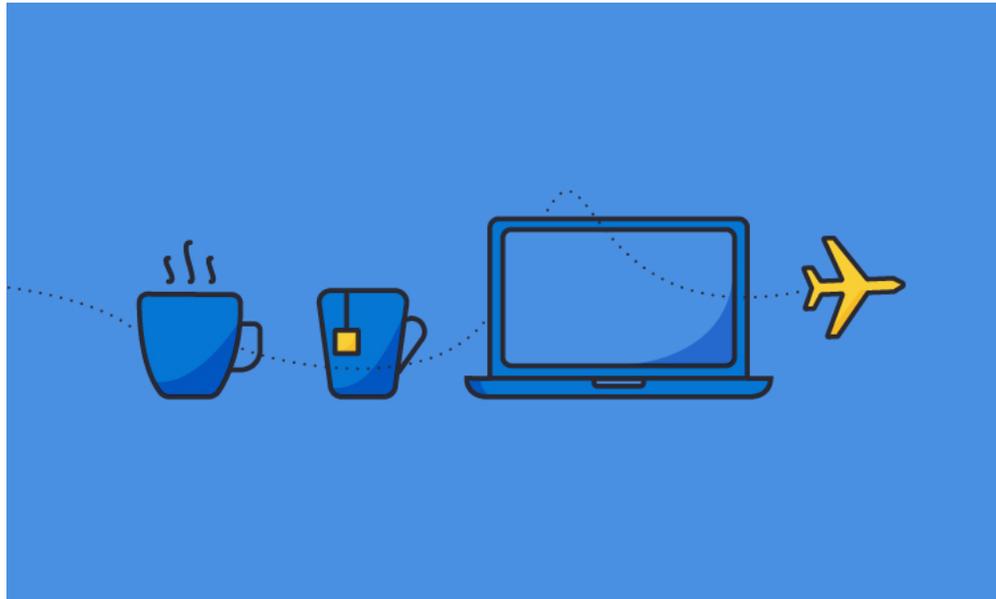
After you've set up your tracking, start establishing some feedback using the data and input gathered from your learners. Find where each team needs more knowledge and establish a plan to capture the impact you're missing.

Don't just stop after one round of feedback. Keep training and keep testing. See if the next new class gets up to speed faster

or has better metrics. Don't ever give up on testing and always keep improving.

Remember: Metrics are a great way to show how better training can impact a team.

Tracking Data Through Multiple Systems



To successfully continue to measure learning, you might have to track your employees through multiple systems.

Overview

This is an advanced practice and few companies implement it; however, if companies choose to pursue it, they often find

success because of the gains in insight and performance improvement.

It is possible to tie your learning software together with other software like your CRM through the use of an API or webhook. If you recruit your development team to tackle a project for you, you could be able to set up a tracking system to measure the impact learning has on your performance goals automatically.

You could even potentially tie your CRM, learning software, call center software, and time-tracking systems together.

Accomplishing this feat would allow you to compare sales numbers of different sales classes. It could show you what training systems are most effective for your customer service teams, as well as vetting those numbers against hours worked.

The sky is the limit when systems talk to each other. If you'd like help understanding more about this, please contact our learning support team at support@lessonly.

Tracking Data in Sales and Support



In Sales

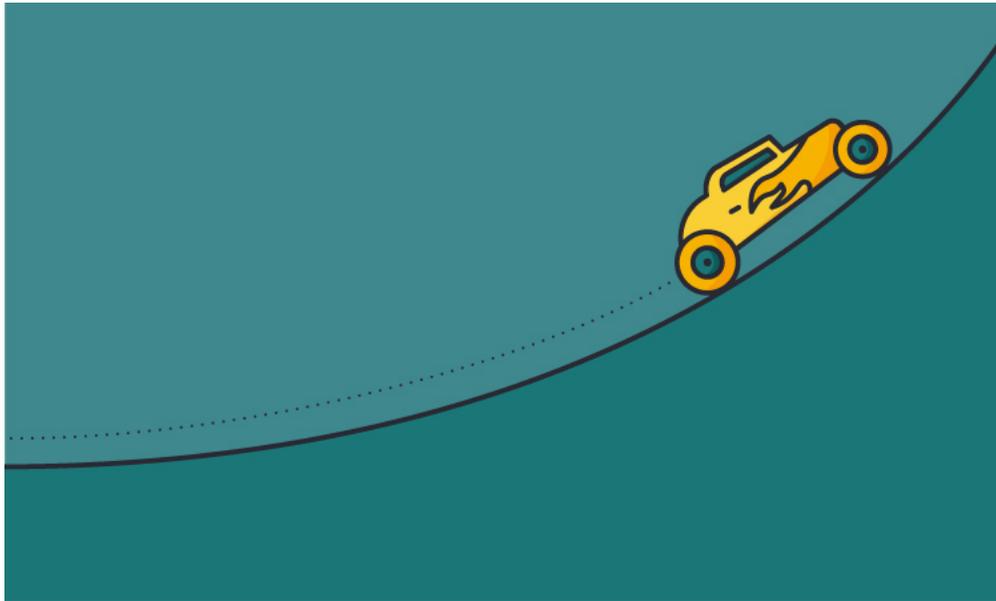
If you're training your sales team, compare your new hires' close rates with the close rates of veterans in their first 90 days. See how many meetings their scheduling as opposed to others. If you think your company is in the Time to Productivity stage, see how long it takes them to get in the same rhythm as everyone else.

Consider starting training on competitors and your competitive advantage. If you train on competitors, add your close rate against competitors to your metrics.

In Customer Service

If you're tracking a customer service team, check out their first response time, problem resolution time, solution satisfaction, and customer experience satisfaction. But, if you are in the Time to Productivity stage, simply track how long it is before they reach the same priority as your other representatives.

Tracking Data When On-boarding



When On-boarding New Employees

If most of your training is focused on new employees, consider a six-month check-in. Sit down with your employees and ask them how comfortable they are with their day-to-day tasks.

Also compare their numbers with the efficiency of the employees before them. Granted, not everyone will have the same skill set

and it may not make sense to do this with your class sizes or their roles.

When the averages of the new employees reach the averages of the veterans, you know they are up to speed.

Conclusion

Thanks for taking this Lesson on measuring employee learning. Now you are better equipped to identify where you are on the company learning hierarchy so you can work towards Performance Impact.

Before you go, please answer these questions.

Required

What are the five stages in the learning hierarchy?

Required

In which stage do you begin to keep track of who is consuming your learning material?

No Measurement

Completion

Comprehension

Time to Productivity

Required

Do you have any comments or questions?

Remember: To complete the Lesson and submit your responses, don't forget to click **Finish** to the right.