Key Takeaways: The Datafication of Learning

Chief Learning Officer & Visier Webinar
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1. What’s driving need for Learning Analytics today?

- Need to know with precision what L&D pieces are working and not working (i.e. Is it a certain program? A group receiving training?)
  - Justify spend on programs
- Need to improve training outcomes
- Need to keep and engage talent in a market with historically low unemployment rates
2. Top 5 business questions L&D must be able to answer using facts/data

1. Does learning impact retention?
2. What are our future certification requirements?
3. When will we have delivery of fully ramped up staff?
4. What is L&D’s impact on employee progress?
5. How do training programs drive employee productivity?
“Learning is not an island—even if it functions quite independently—but has a responsibility to lift the capabilities of the entire business.”
3. What answers can Learning Analytics help you find?

- The direct impact of L&D on retention → **so you can prove L&D’s ROI on business outcomes**
- Who, what, and when certifications are expiring → **so you can plan ahead against compliance risks**
  - i.e. Can we get staff certified in 3-6-9 months? When do we need to recruit more to cover gaps?
- How long employees need to do onboarding to reach minimum level of productivity to do their job → **so you can help managers better plan upcoming work**
- Whether L&D is growing talent and accelerating progressions → **so you can see which programs accelerate employee progress such as promotions – and which need improvement**
- What impact training has on high/low performance and who ramps up quickly/slowly → **so you can understand how L&D develops talent over time**
  - Use to identify job candidates (“Here’s who does well” & “These skills are missing in the org”)
4. Limitations of analytics embedded in Learning Management Solutions (LMS)

- Your LMS can’t analyze the connection between retention and L&D because it doesn’t contain data on who’s leaving the company (or any other workforce and business data)
- Little to no predictive capabilities
  - LMS has information like volume of people and the onboarding stages they’re in, but you need to apply machine learning and data science to look ahead
“Analytics is the process of answering a business question accurately and repeatedly, and the information [it produces] can be used for decisions...Start with what you want to answer in the business and then, look at how you can get them solved.”
5. Myths about analytics

Myth 1: Analytics is a project for IT
  • IT isn’t focused on the workforce and business questions that matter most to L&D

Myth 2: Linking learning data to employee data is complex and should only be done for special projects
  • If you do the special project right and stakeholders like the insights you share, it will become expected, something to be consistently delivered
    • How will you deliver these insights when this happens?

Myth 3: The job of the learning function is to make sure people get access to the learning they want
  • Actually the job is to integrate learning with business results → The ability for people to develop new skills and be more productive is what impacts the business
6. Common analytics pitfalls to avoid

- Don’t think of learning in a silo → Every silo/team in the organization is related
  - Instead think about it from the person impact perspective: real analytics is about linking across learning and linking learning across HR
- Success is not charts on a screen
  - Successful analytics is when your shaping decisions and answering business questions → helping the business leader do better
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