



Predictive Learning Analytics™: New Tools, New Rules for Increasing Training Transfer

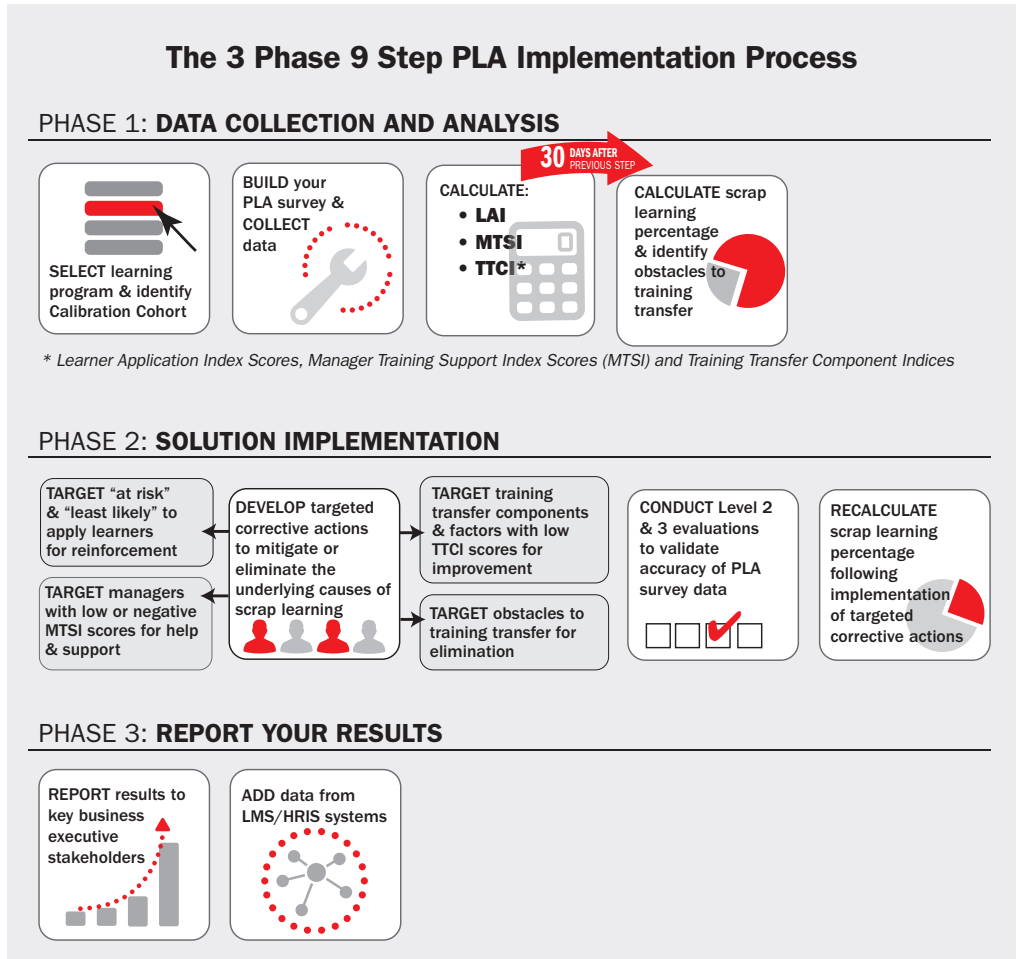
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What if you had a proven way to measure and manage the amount of scrap learning associated with a training program?

In the previous article, I discussed the concept of “scrap learning” and what it costs organizations in wasted money and time – two precious resources. I also mentioned that Predictive Learning Analytics™ (PLA) is a revolutionary new solution for pinpointing the underlying causes of scrap learning associated with a learning program so that targeted corrective actions can be taken to minimize or eliminate the causes. In this article, I will explain PLA in more detail – what it is, how it works, and the benefits of using PLA.

To begin, imagine the possibilities if you could pinpoint the underlying causes of scrap learning associated with a learning program early during implementation so that you could take targeted corrective actions to mitigate or eliminate the causes and maximize training transfer. For example, imagine if you could do all these things:

- Predict which learners are most likely, at risk and least likely to apply what they learned in the program back on the job.
- Predict which managers are likely to do a good or a poor job of supporting the learning they sent their employees to attend.
- Have scientific data showing which of the three research-based training transfer components and twelve training transfer factors are contributing the most and least to training transfer.
- Have a proven and credible way to calculate the amount of scrap learning associated with a specific learning program offered by your organization.
- Have data identifying the specific obstacles preventing learners from applying what they learned in a training program back on the job.



Now all this and more is possible using PLA. In short, PLA is a systematic, credible and repeatable, 3 phase 9-step process designed to provide L&D professionals with a way to maximize the value of an organization’s learning and development investments by measuring, monitoring and managing the amount of scrap learning associated with those investments.



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Following is a brief description of each of the 3 phases and 9 steps and the benefits of using PLA.

Phase 1 – Data collection & analysis

The focus of this phase is on pinpointing the underlying causes of scrap learning associated with a learning program using predictive analytics and data and consists of these four steps:

- Select a single, high profile learning program for your PLA project and identify a group of Calibration Cohort participants.
- Build your PLA algorithm, create a survey and collect data from the Calibration Cohort participants.
- Calculate a Learner Application Index™ (LAI) score for each program participant, a Manager Training Support Index™ (MTSI) score for each manager who has 3 or more associates attending the program and a set of Training Transfer Component Index™ (TTCI) scores.
- Thirty-days post-program, collect data from the Calibration Cohort participants and calculate the baseline “scrap learning” percentage associated with the program and identify real-time obstacles inhibiting training transfer.

Phase 2 – Solution Implementation

The focus of this phase is on identifying, implementing and monitoring targeted corrective actions to mitigate or eliminate the causes of scrap learning identified in phase 1 and consists of these four steps:

- Target learners for reinforcement whose LAI scores indicate they are at risk and least likely to apply what they learned in the program. Target managers with low or negative

MTSI scores for help in their approach to supporting training. Develop specific initiatives to address deficiencies identified in the three training transfer components and 12 factors measured by the TTCI scores, and take concrete steps to mitigate or eliminate the obstacles to training transfer.

- Conduct Level 2 (Learning) and Level 3 (Behavior) evaluations and correlate the results with the LAI scores to validate the accuracy of the PLA algorithm.
- Recalculate the “scrap learning” percentage with a new group of learners following implementation of the specific initiatives identified in step 5 above and compare to the baseline score.
- Recalculate the “scrap learning” percentage with a new group of learners following implementation of the specific initiatives identified in step 5 above and compare to the baseline score.

Phase 3 – Report your results

The focus of this phase is on sharing your success with senior business executives using the data you collected and consists of these two steps:

- Using the information you gathered, report your findings to the business executives you are supporting with the training.
- Enhance the accuracy of the PLA algorithm by including additional data from the company LMS or HRIS platforms, if available.

Benefits of using PLA

The benefits associated with implementing the PLA methodology

are significant and many, and include benefits for both you and your organization or your clients if you are a consultant:

- Less money and time wasted on learning that is delivered but not applied back on the job.
- Increased personal credibility in the eyes of business executives.
- More effective and efficient use of reinforcement activities by targeting participants who are at risk and least likely to apply what they learned in a program back on the job.
- An objective way to identify managers who are likely to do a poor job of supporting learning so that their approach can be improved and training transfer increased.
- An objective way to assess the contribution to training transfer made by each of the three training transfer components and twelve training transfer factors that research clearly shows support training transfer.
- An objective way to measure, monitor and manage the amount of scrap learning associated with a training program.
- Enhanced reputation among L&D colleagues.

In summary, PLA is a game-changing measurement and evaluation of learning methodology that provides L&D professionals with a revolutionary new data-driven way to pinpoint the underlying causes of scrap learning associated with a training program and take targeted corrective actions to increase training transfer.

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