



The L&D Revolution: New Rules. New Tools.

“The goal of L&D
is to help
learners achieve
GREAT RESULTS,
not merely provide
great training.”

A revolution is coming to the world of measurement and evaluation of learning.

With CEOs under increasing pressure to drive growth and deliver results, Learning & Development (L&D) professionals must find a way to boost training transfer and ensure their learning programs provide value by contributing to productivity and growth.

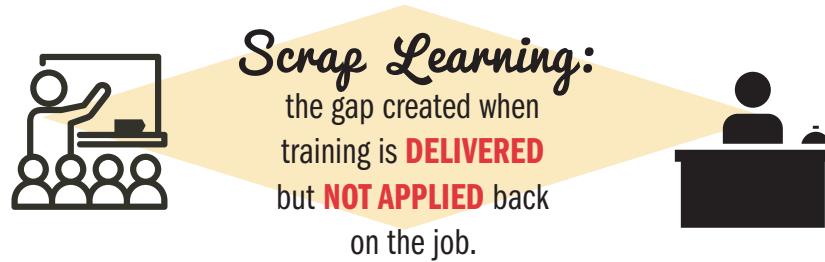
Rob Brinkerhoff, professor emeritus Western Michigan University and noted L&D expert, put it succinctly: “The goal of L&D is to help learners achieve great results, not merely provide great training.” To answer this challenge, Phillips Associates developed Predictive Learning Analytics™ (PLA), a revolutionary new way to apply predictive analytics and data-driven decision making to learning to maximize training transfer.



What is the #1 issue facing L&D professionals today?

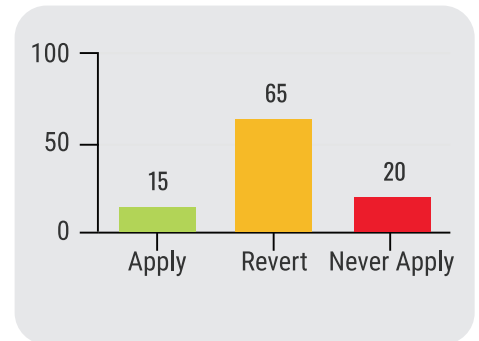
Scrap learning not only **WASTES** scarce organizational resources, it **THREATENS** L&D's credibility professionally."

It's **SCRAP LEARNING***— and if you're not familiar with the term – it's the gap or difference between training delivered but not applied back on the job. It's also a critical business issue for organizations—and L&D professionals—because scrap learning wastes money and time, two scarce organization resources. It also reduces L&D's credibility in the eyes of business executives.



Two benchmark studies indicate the seriousness of the problem.

In two separate research studies, 2004 & 2008, Rob Brinkerhoff found that only slightly more than 15% of learners actually apply what they learn in a training program back on the job, nearly 20% never attempt to use any of the material covered, and another 65% try to apply what they learned but within 30 days or less revert to their old ways. **That amounts to 80–85% scrap learning!**



45%
NOT APPLIED

More recently, KnowledgeAdvisors (now Explorance) reported that in the average organization, 45% of all delivered training is not applied.**



* A term coined by Ray Pollock, The 6 Ds Company, 2004

** Confronting Scrap Learning, CEB Whitepaper, 2014

Average money and time spent per year PER EMPLOYEE*

Average training expenditure per employee

\$1267



Average number of training hours consumed per employee

35 hours

The Cost of Scrap Learning at the Individual Organization Level

45%
not applied

Using **KnowledgeAdvisors** data:

$\$1267 \times 45\% = \mathbf{\$570}$ Dollars Wasted

$35 \text{ hours} \times 45\% = \mathbf{16}$ Hours Wasted

85%
not applied

Using **Brinkerhoff** data:

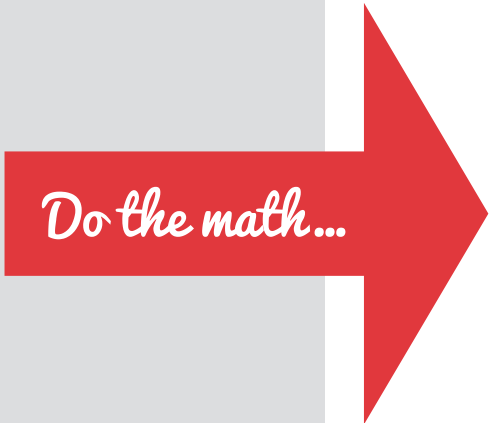
$\$1267 \times 85\% = \mathbf{\$1077}$ Dollars Wasted

$35 \text{ hours} \times 85\% = \mathbf{30}$ Hours Wasted

Whether it's 45% or 85%, think about the **WASTED MONEY AND TIME, YOUR DIMINISHED CREDIBILITY,** and the **LOST OPPORTUNITY** from training delivered but not applied!



How much is Scrap Learning costing YOUR organization?




Dollars Wasted


Hours Wasted

Using KnowledgeAdviors Data

$$\begin{aligned} &\# \text{ of employees } \boxed{} \\ &\quad \times \$1267 \\ &\quad \times 45\% \\ = &\boxed{} \\ &\text{Dollars Wasted} \end{aligned}$$

$$\begin{aligned} &\# \text{ of employees } \boxed{} \\ &\quad \times 35 \text{ hours} \\ &\quad \times 45\% \\ = &\boxed{} \\ &\text{Hours Wasted} \end{aligned}$$

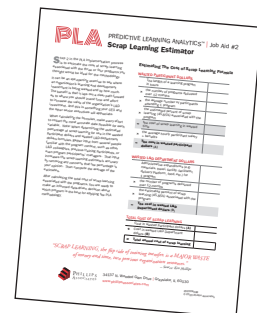
Using Brinkerhoff Data

$$\begin{aligned} &\# \text{ of employees } \boxed{} \\ &\quad \times \$1267 \\ &\quad \times 85\% \\ = &\boxed{} \\ &\text{Dollars Wasted} \end{aligned}$$

$$\begin{aligned} &\# \text{ of employees } \boxed{} \\ &\quad \times 35 \text{ hours} \\ &\quad \times 85\% \\ = &\boxed{} \\ &\text{Hours Wasted} \end{aligned}$$

Estimating the cost of scrap learning for a specific learning program can be a real eye opener!

Contact ken@phillipsassociates to request the FREE Scrap Learning Estimator Job Aid.





The Solution: Predictive Learning Analytics™

What if...

...there was a proven way to pinpoint the underlying causes of scrap learning associated with training programs within your organization?

...you could identify those learners least likely to apply the training they have received so that you could target them directly for reinforcement activities?

... you could identify those managers who are likely to provide passive or no support for the training so that you could target them for help and assistance?

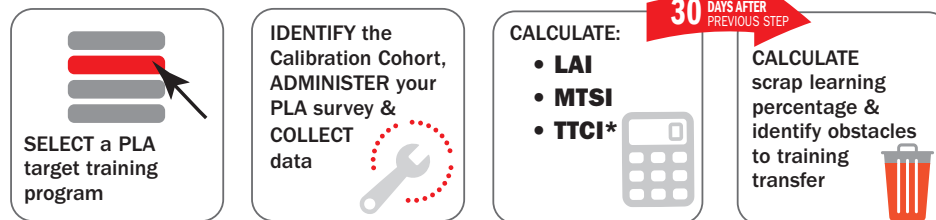
...you could pinpoint which of the three key training transfer components— Learning Program Design, Learner Mindset, and Learner Work Environment, and the 15 training transfer factors associated with the components—are contributing the least to training transfer so you could target them for corrective actions?

...you knew the specific obstacles that are inhibiting or preventing participants from applying what they learned so you could mitigate or eliminate those obstacles?

Now you can with Predictive Learning Analytics (PLA)

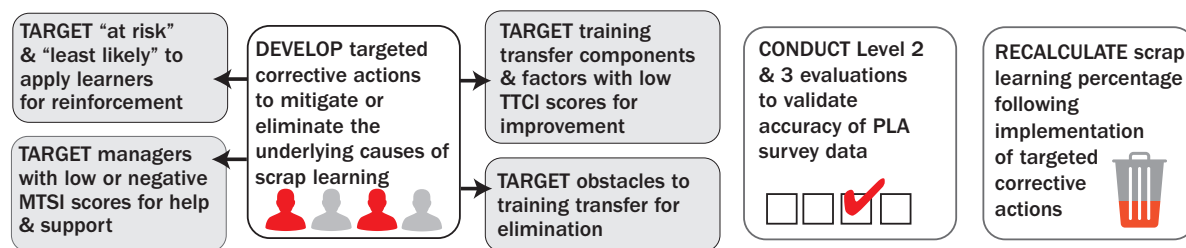
The 3 Phase, 9 Step PLA Process

PHASE 1: DATA COLLECTION AND ANALYSIS

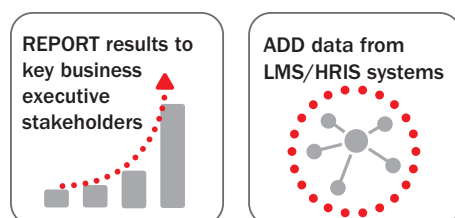


* Learner Application Index Scores, Manager Training Support Index Scores (MTSI) and Training Transfer Component Indices

PHASE 2: SOLUTION IMPLEMENTATION



PHASE 3: REPORT YOUR RESULTS





The Heart of PLA the Process

The Three Components and 15 Factors of Training Transfer

Three research-based training transfer components—Learning Program Design, Learner Mindset, and Learner Work Environment, and 15 research-based training transfer factors serve as the heart of the Predictive Learning Analytics™ process. Together they provide the data needed to make predictions, drive decisions, and target corrective actions aimed at increasing training transfer.



15 Training Transfer Factors

Learning Program Design factors

1. **NEW INFORMATION** learned
2. Program viewed by learners as **RELEVANT** to themselves and their job requirements
3. Learners informed about program's importance, relevance, and usefulness **BEFORE ATTENDING**
4. Program viewed by learners as something that will **ENHANCE** their career
5. Learners see a likely improvement in a **CRITICAL DEPARTMENT BUSINESS METRIC** if new information learned is applied
6. Program provides learners an opportunity to **PRACTICE** new information learned

Learner Mindset factors

7. Learners are **PERSONALLY MOTIVATED** to use the new information learned
8. Learners are **CONFIDENT** in their ability to apply the new knowledge learned
9. Learners **REMAIN PERSISTENT** in overcoming obstacles to implementation
10. Learners **REFLECT** on the critical lessons learned & how they can help improve their performance
11. Learners view the program as an **OPPORTUNITY TO LEARN** challenging new things

Learner Work Environment factors

12. Managers actively engage learners **BEFORE** program to discuss how it will help them improve their performance
13. Managers engage, monitor, and support learners' **POST-PROGRAM** use of the new information learned
14. Work colleagues **SUPPORT** learner use of the new information learned
15. Learners have an **IMMEDIATE OPPORTUNITY** to use the new information learned

3 Components + 15 Factors = 1 Process

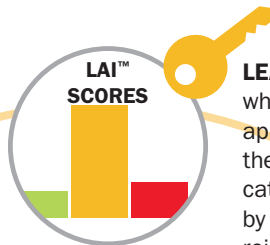
that provides data for measuring, monitoring, and managing training transfer



5 Key PLA Measures to Boost Training Transfer

Five key measures—two predictive and three descriptive—make the PLA method a powerful force for increasing training transfer. When used together, these measures not only ensure more learners apply what they learned in a training program back on the job but also provide a clear-cut means for monitoring and continuously improving learning program value.

Pinpoint the Underlying Causes of Scrap Learning



LEARNER APPLICATION INDEX (LAI) SCORES predict which learners are most likely, at-risk and least likely to apply what they learned in a training program back on the job. Knowing which learners fall into each of these categories enables you to increase training transfer by targeting the at-risk and least likely learners for reinforcement activities.



MANAGER TRAINING SUPPORT INDEX (MTSI) SCORES predict which managers are likely to passively or actively support the training they sent their employees to attend. Knowing which managers are likely to provide passive support enables you to increase training transfer by taking targeted corrective actions to help those managers improve their approach.



TRAINING TRANSFER COMPONENT INDICES (TTCI) SCORES identify which of the three training transfer components—Learning Program Design, Learner Mindset, and Learner Work Environment and the 15 training transfer factors—are contributing the most and least to training transfer. Knowing this enables you to focus targeted corrective actions on the component and factors that will increase training transfer the most.



OBSTACLES preventing training transfer are often numerous and difficult to pinpoint. Knowing what specific obstacles are preventing learners from applying all that they learned in a training program back on the job positions you to develop targeted corrective actions to mitigate or eliminate these obstacles and increase training transfer.



SCRAP LEARNING describes the wasteland of learning delivered but not applied back on the job. It's a critical business issue because it wastes money and time—precious organizational resources. Calculating the amount of scrap learning associated with a particular learning program is the first step in managing it.

Benefits of Using Predictive Learning Analytics

- 1 **Less money & time wasted** on learning that is delivered but not applied back on the job.
- 2 **Increased personal credibility** in the eyes of business executives.
- 3 **More effective & efficient use of reinforcement activities** by targeting participants who are at-risk & least likely to apply what they learned in a training program back on the job.
- 4 **An objective way to identify managers** who are likely to do a passive job of supporting training so their approach can be improved.
- 5 **An accurate way to assess the contribution** to training transfer made by each of the three training transfer components and the 15 training transfer factors.
- 6 **An objective way to measure, monitor, and manage** the amount of scrap learning associated with a learning program.
- 7 **Real-time identification of obstacles** to training transfer encountered by participants following their participation in a learning program.
- 8 **Enhanced reputation** among L&D colleagues.





Phillips Associates helps L&D professionals collect credible evidence to demonstrate the value of their training programs. Our clients consist of individual L&D professionals, corporate L&D departments and corporate universities. Our offerings consist of measurement and evaluation workshops and consulting services.

Who's behind the PLA Methodology?



Ken Phillips, CPTD **PLA Creator and Methodology Architect**

Ken Phillips, CPTD, founder and CEO of Phillips Associates, has more than 30 years of experience designing learning instruments and assessments and has authored more than a dozen published learning instruments. He regularly speaks to Association for Talent Development (ATD) groups, corporate L&D teams and university classes. Since 2008, he has spoken at the annual ATD International Conference on topics related to predictive learning analytics and the measurement and evaluation of learning.



Jack Butler, MBA **PLA Data Analyst**

Jack Butler's specialty is in working with information-based systems. Some examples include: the design, development, and delivery of training to support the implementation of a web-based system supporting a nationwide sales force; creation of an e-learning training program introducing an automated voice-based warehouse picking system and developing a multi-lingual online training program introducing a quality incident reporting and correction system.

How to Get Started Using Predictive Learning Analytics (PLA)

Phillips Associates offers the highly-interactive workshop, **Boost Training Transfer Using Predictive Learning Analytics** as well as an indepth **PLA Certification Program** which combines the complete workshop with a capstone project: an actual workplace implementation of the PLA methodology.

For more information visit www.phillipsassociates.com or contact ken@phillipassociates.com