



Building Measurement Into Your Training-Development Plan

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| Steps | Rationale | Self-Rating | Notes and Answers |
|--|--|-------------------|------------------------------|
| Recommended Chronology | Why Important? | Circle If Done | Write Short Notes or Answers |
| 1. Learning and/or business leaders identify training opportunity. | L&D can add real value. We should be proactive; not just reactive. | Done Done Well | |
| 2. Underlying business needs are clearly articulated. | Training is a business investment; it must serve business needs. | Done Done Well | |
| 3. What will participants do differently and better? | Focuses both design and measurement on performance. | Done Done Well | |
| 4. Is training the right solution? | Not all performance issues can be solved by training. | Done Done Well | |
| 5. Besides training, what else is required to produce the desired behavior? | Training is rarely the whole solution; clarify responsibilities of non-training stakeholders. | Done Done Well | |
| 6. What are the relevant metrics? Match to business and learning imperatives. | Be specific to guide both learning and measurement design. | Done Done Well | |
| 7. Get sign-off from all stakeholders on behavior change goals, resourcing, responsibilities, <i>metrics</i> . | Getting alignment <i>in advance</i> is critical to ensuring support and delivering what is needed. | Done Done Well | |
| 8. Design and develop the training and follow-through. | The training design must be informed by the measures of success. | Done Done Well | |
| 9. Make measurement part of design and development. | Measurement must be built in, not bolted on. Make metrics concrete early to enable fixes. | Done Done Well | |
| 10. Pilot-test training prototype, and improve it. | Pilot-testing is beneficial; the first design is rarely perfect. | Done Done Well | |
| 11. Pilot-test measurement instruments and improve them. | Pilot-testing is beneficial in measurement too; practice continuous improvement. | Done Done Well | |
| 12. Deploy training; support on-the-job-application. | To get results requires great learning <i>and</i> learning transfer. | Done Done Well | |
| 13. Deploy measurement. Collect data. | This is a weak link in most organizations. | Done Done Well | |
| 14. Analyze data. Report results. Take action. | Use metrics to take informed action. Share the truth, good & bad. Sell learning's excellence. | Done Done Well | |
| 15. Make improvements. Plan future improvements. | Good measurement provides data to prove <i>and to improve</i> . | Done Done Well | |

Use this job aid to understand, benchmark, and improve your current practices. Consider posting this at your desk.