goFLUENT

How to Plan for L&D Programs that Make an Impact and Gain Recognition

Your Guide to L&D Metrics that Matter

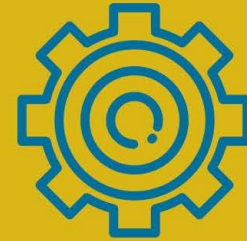# TABLE OF CONTENTS

Why Do
Training Metrics Matter?

As an L&D leader, it's important to always figure out what works and what doesn't with your learning programs so that it becomes an opportunity to validate if it's making a positive difference on employees and the company. Closing the loop doesn't end with implementing a training program; you need to uncover learning's influence on behavior, performance, actions and business goals. After all, you wouldn't want to deliver training that doesn't provide expected results.

Thankfully, technology has unlocked access to easily capture tons of L&D data and information. This data, when put to good use, provides significant insights to help understand both the benefits and gaps in your learning programs and, more importantly, help drive your learning strategy forward.

By measuring the impact of learning programs, you can:

- ✓ Meaningfully report and measure training effectiveness,

- ✓ Know whether your learning is working

- ✓ Demonstrate its impact on the top and bottom line, and

- ✓ Provide the basis for decision-making.

Ultimately, evaluating training efforts will allow you to create and demonstrate its value; building your business case for learning not just to stakeholders but also to key executives in your organization.
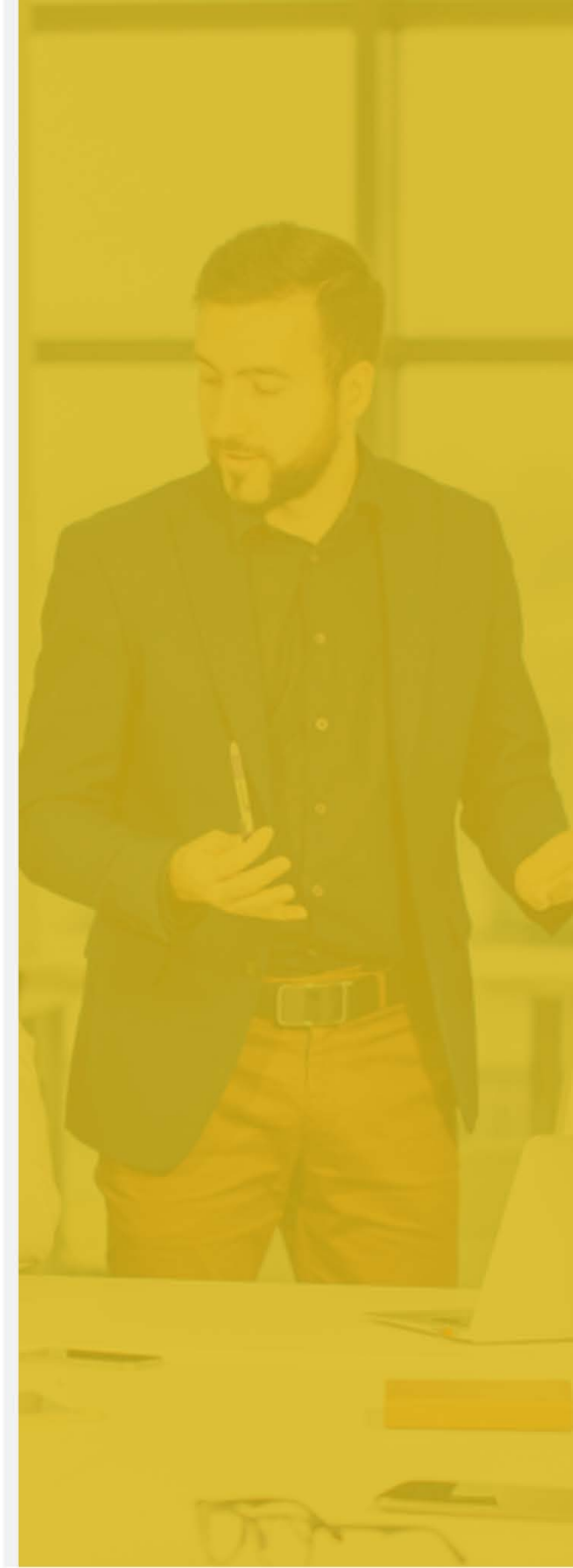
Vanity vs. Actionable: Looking at Metrics that Make an Impact

In evaluating the effectiveness and impact of your training, it's important to look at the right metrics — which are actionable metrics, not vanity ones.

Vanity metrics are numbers that are nice to have, but don't actually provide much insight. They explain the current state of your L&D efforts but aren't so helpful when it comes to achieving better business outcomes. Some examples of this are the number of active learners and course completions.

Actionable metrics, on the other hand, are numbers that provide valuable insights into your learning strategy because they tie specific actions to real-life results. You can observe this from how many employees are able to perform better at work using what they learned, or even how effective they are collaborating within teams.

As you can clearly see, the latter is better because they measure the link between L&D metrics and organizational performance and the effectiveness of learning programs.

Now that you have an idea of what learning metrics really matter, it's best to have a framework that can guide you through your evaluation.

Covering All
Four Levels of Training Evaluation

In the world of corporate training, there have been a series of learning frameworks people have used to assess the results of their L&D programs — the most commonly used being the Kirkpatrick Learning Model, known for its 4-level approach.
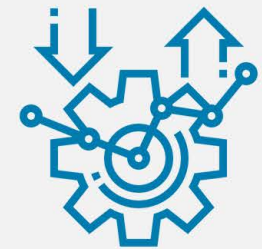
1. Reaction:

How did employees react to the training they received?

Get an insight on how learners feel towards the training and if they found it useful by collecting feedback on their learning experience by:

- Sending out surveys, questionnaires

- Talking to learners before and after the course

2. Learning:

What did employees actually learn from training?

Measure how much information was actually absorbed during the training by:

- Comparing pre-tests to post-tests results

- Giving hands-on assignments that demonstrate the person learned a new skill

3. Behavior:

Did employees apply what they've learned to their jobs?

Discover how the training has impacted the learner's performance and attitude at work through:

- Self-assessment questionnaires,

- On-the-job observations and feedback from peers and managers

4. Results:

What did this changed behavior result in?

Understand how the knowledge and skills they've acquired has affected bigger training goals through:

- Increased productivity and quality of work,

- Improved business results such as closed deals, better marketing leads, and increased sales

As a lot of companies have found, this is one of the most successful models that can help you measure the effectiveness of your company's training program. Still, a lot of learning leaders seem to misuse it either by simply following it linearly or only applying one to two levels to their evaluation efforts.

Mapping
Metrics to Actions

The easiest way to get started is to view the Kirkpatrick Learning Model as a part of your design process. When an evaluation plan is set in place from the very beginning phase of a training program, the easier it will be to monitor the metrics along the way and report it at the end.

To do this, you have to flip the framework; starting with level four and going in reverse. When it comes to designing and delivering training programs, you should always "begin with the end in mind."
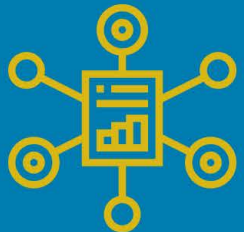
Start with Level 4: Results.

Using the framework as a guide, determine what goals you want to achieve by the end of your learning program and then plan what actions you'll take to make them happen.

By asking, "What outcome do we want as a result of this learning program?" you won't only isolate the program's learning goals, but also identify the results. This will serve as a basis and guide for so many things in the learning program.

For instance, you can aim to increase closed deals and forge stronger relationships with your clients. This way, you become more focused on concrete results; thus, you get a better view of the bigger picture.

Work backwards, taking Level 3: Behavior.

Continuing the example, you believe employees can close more deals and build rapport with your clients if they're able to communicate efficiently and more effectively. This can be through how they speak with customers, how they collaborate within diverse teams, or even how they hold presentations.

Now, you can set **SMART** objectives:

Specific (well-defined and clear)

Measurable (with specific criteria and limitations)

Attainable (not impossible to achieve)

Relevant (realistic and stays true to the big picture)

Time-bound (with a clearly defined timeline)

Go to Level 2: Learning.

While your training program has clear goals and metrics to be measured, you should also think about how you'll deliver, present, and execute a workplace learning program that's engaging.

To help them learn those skills, you now create a solution around having better communication in the workplace — language learning. In this stage, you can be more specific with how you want to implement this training such as connecting these language skills to business-related skills. With this, their learning stays relevant and applicable.

End with Level 1: Reaction.

Think about how employees might respond to the kind of training you want to carry out. It's likely more important that they understand the importance of language skills for work, and are bought-in on using them.

Notice how for each level, we considered actionable metrics more than vanity ones. That's because numbers and figures may be good for measuring training activities, but what you want to really be on the lookout for is whether all this training has produced results on-the-job.

Knowing where your L&D program succeeds (and fails) can help you make improvements and discover the strengths and weaknesses of your initiative. Making sure sure that your program fits the needs of your learners and is aligned with the business objectives of your organization will also help you justify your training and even qualify for awards programs that can boost the morale of all the stakeholders in your company.

goFLUENT

Accelerate Language Learning

Gain confidence, save time, and grow your talent through hyper-personalized language learning

goFLUENT helps organizations acquire and refine communication skills in strategic business languages such as English, French, German, Italian, Mandarin, Portuguese, and Spanish.

Confidence to Succeed

Designed to build the confidence to seize opportunities, be globally competitive, and succeed in an international workplace

Time-efficient Learning

Relevant, personalized, and immediately applicable for better learning engagement and a significant business impact
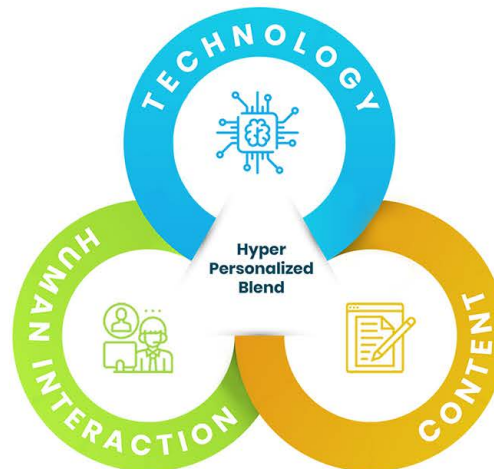
Talent Investment & Growth

A rich library of content, supported by just-in-time human interaction to meet the needs and goals of a diverse group of employees

Innovatively designed for
multinational organizations

Our hyper-personalized solutions blend technology, content, and human interaction to effectively cater to the varied professional and personal goals of our diverse learners.

Our learning tools are accessible globally and on any device. We seamlessly integrate with all major LMS and LXP, and have partnerships with major vendors:

Cornerstone   degreed.   skillsoft

sumtotal   CrossKnowledge
A Wiley Brand

TECHNOLOGY

HUMAN INTERACTION

CONTENT

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Learn from authentic videos, articles, business how-tos, industry vocabulary, and custom content for your organization. Develop skills beyond language and communication with interesting, relevant, and up-to-date material from our content partners:

Harvard Business Review   The New York Times   AFP   WOBI World of Business Ideas

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www.gofluent.com

High impact human interaction throughout the learning journey

Learning Consultants
Receive dedicated guidance and motivational support throughout the learning journey from a personal learning consultant.

Live Lessons
Improve spoken fluency review challenging material, and prepare for meetings, presentations, and other professional interactions one-on-one with a trainer.
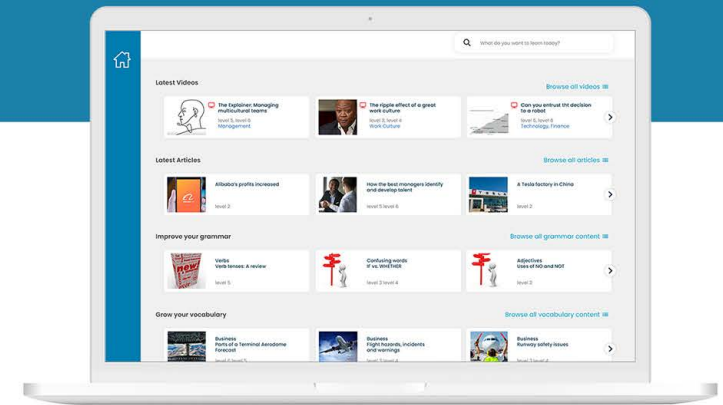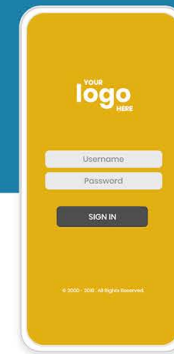
Virtual Classes
Build confidence to hold discussions on pertinent topics with a small group of learners and the guidance of a trainer.

eWriting
Develop clear, concise, and credible writing. Practice with a wide variety of topics and formats. Receive personalized feedback and recommendations.

Hyper-personalized for you, your organization, and your learners

1000+	2M+	150+	98%	7500+	7
clients globally	learners	countries	satisfaction rate	learning assets	business languages

Client Testimonials

THALES

Our employees have improved their ability to listen and confidently express themselves in English, thanks to the personalized training provided by goFLUENT and the wide range of content available on the platform.

Elena Alvaro Sanchez
HRIS Manager

DHL

Through a methodology that adapts learning to real needs, goFLUENT increases your ability to relate to others in English within a short period of time. It is flexible in terms of scheduling and learning channels, making language learning time-efficient.

Alberto Chust
Talent Management / Acquisition, L&D Manager

ZEISS

goFLUENT offers really interesting educational content to develop not only language skills but skills in presentations, and business communication, both oral and written.

Anna Ermokhina
Human Resources Director