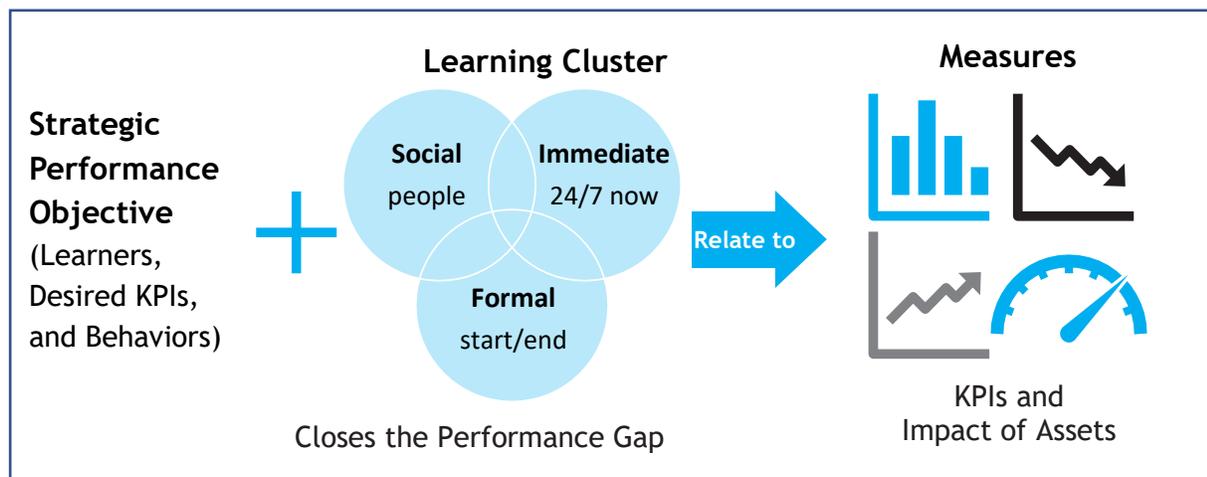# Track Transformation of Everyone's Results Tool

Objective of This Tool: Measure your learning cluster's overall effect on changing learners' on-the-job behavior, and positive changes on select KPIs. Additionally, seek out powerful stories that exemplify the learning cluster's impact. Lastly, gather some measures for key learning assets to ensure that L&D is working effectively. (Note: This tool is focused on impact of the Learning Cluster. Overall L&D effectiveness, as a result of adopting the OK-LCD model, is addressed separately.) With these measures, L&D can:

- Articulate meaningful targets so that learners, L&D, and the business know the "finish line" that they are targeting.
- Demonstrate value that invites further support through funding and business resources.
- Provide internal feedback so L&D knows what is working for learners and what needs improvement.

Instructions: Complete the three (3) steps as described below, using the tables as a guide.

Track Transformation of Everyone's Results (continued)

Name of this Learning Cluster: _____

Strategic Performance Objective: _____

Step 1: Select Measures for the Overall Learning Cluster

The purpose of this set of measures is to determine if the approach is working. Can you identify a trend as you build a critical mass of employees who are changing their behavior such that the KPIs improve?

Instructions: (add rows as needed)

- In the first column, list KPI measures and desired on-the-job behavior changes that this learning cluster is designed to impact, as called out in the SPO.
- Determine how to obtain these data regularly. (This may take some work and negotiation.)
- Get a baseline for the KPI and/or behavior before the learning cluster is introduced.
- Determine the goal (for example, percent change, specific value, evidence gathered through anecdotal stories). Note a timeframe for this change (a week, quarter, year?).
- After learning cluster is launched, periodically gather data (right column); compare to goal.

What is measured	How to get data	Pre-cluster value	Goal	Post-cluster value
KPI: _____				
Behavior 1				
Behavior 2				

Track Transformation of Everyone's Results (continued)

Step 2: Measures for Key Learning Assets

The purpose of this set of measures is to determine if L&D is meeting learner needs and to identify assets whose metrics share a story that gets attention.

Instructions: (add rows as needed)

- List key learning assets in the following table (group similar ones, like sets of videos).
- Note the learning touchpoint(s) for the asset.
- Choose metrics for each learning asset. It may take some brainstorming and discussion to arrive at a decision. Consider:
  - How do learners demonstrate performance with this asset? (during or after use? Through Q&A?)
  - What groups will contribute to the measure. Learner only or others?
- Note which Kirkpatrick level of evaluation this measure looks at. Try for a mix (not just Level 1 or Level 2).
- Jot down the goal. This may be tough because then L&D is committed, but without a goal, we don't know when we've reached the finish line and can declare success.
- Determine how to get the measure and on what frequency. Be realistic, and consider how long this measure will need to be in place.

Learning Asset	SFI Learning Touchpoint(s)	Metric	Kirkpatrick Level 1-5	Goal	How and When to Get the Data
example: mentoring program	S	1. % mentees agree mentor helps them perform better 2. testimony from mentees and mentors on their experience	3	1. 70% top 2 box 2. two good stories a quarter	quarterly 2-question survey of active mentee/mentor pairs. (80% response rate)

Step 3: Select a Few to Share

Choose a few measures from Steps 1 and 2. For L&D purposes you want to measure all assets and overall effects, but for a management summary we need a more concise story. Choose measures with the potential powerful to inspire stakeholders and employees to recommend this learning cluster. Make sure to include at least one measure from Step 1.