Unleashing the Power of Analytics: Driving Performance at the Intersection of Learning and Business
Tips for the webinar

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Introductions

Bill Russell
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Raytheon Professional Services (RPS) is a business of Raytheon Company (NYSE:RTN), a $23-billion, global technology and innovation leader.

Over 1,000 professionals serving clients in 126 countries in 29 languages. RPS help leading organizations transform the way they deliver training across the global enterprise.
Today’s objective is to understand how analytics can redefine learning and result in better performance.

→ The Journey to Unleash the Power of Analytics
The Scale Has Shifted: Forces to Change Now Outweigh Status-Quo

Driving forces to redefine learning

- 36% with LMS (Brandon-Hall 2014)
- 50% scrap learning (Dr. R. Brinkerhoff)
- 87% learn with internet (Pew 2014)
- 70-20-10
- 46% Millennials by 2020 (U.S. census Bureau)
- 73% of CEOs concerned with key skills (pwc 2015)
- 25% of managers: L&D critical to business (Bersin 2015)

Driving forces against change

- What is the cost of change? ROI?
- 600 new technology providers in 2015
- 1% of workweek → training (Bersin 2016)
- How do you measure the impact of 70-20-10?
- What’s my total training cost?
- 71%+ = compliance & mandatory (Fortune 25 organization)
Analytics at the Front End of the Process
Poll Question

My organization uses analytics for the following purposes:

- Discover factors that increase business performance
- Provide employees with skills to support the business
- Make data-driven decisions on learning investments
- Mitigate legal/compliance risk
- We do not use analytics
ANALYTICS VANGUARD: organization that are using data-driven approach to optimize how they manage and deploy learning in support of their business strategy.

DATA = PERFORMANCE + WORKFORCE + LEARNING

Data Sources Used by L&D

- Learning analytics (i.e. course and curriculum completions, certification level)
  - 71% in All Organizations
  - 85% in Analytics Vanguard

- Performance analytics (i.e. business KPIs [descriptive, diagnostics or predictive])
  - 54% in All Organizations
  - 72% in Analytics Vanguard

- HR or talent management analytics
  - 48% in All Organizations
  - 54% in Analytics Vanguard

- None of the above
  - 11% in All Organizations
  - 3% in Analytics Vanguard

- Org size:
  - Small (less than 1,000) 48%
  - Mid-sized (1,000-5,000) 16%
  - Large (more than 5,000) 38%

- Workforce distribution:
  - 28% are domestic organizations located in one region
  - 28% are domestic organizations with several regional loc
  - 12% are multinational organizations
  - 32% are global organizations

- 65% are CLOs and senior HR and Learning Execu C-suite. An additional 16% are business unit, learn HR managers.
Analytics Vanguards are more likely to drive business value from learning. And the greatest differences are with the harder business measures.

**Business Outcomes from Learning Analytics**

- Increased skills/capabilities: 19% → Increased skills/capabilities
- Increased productivity: 19% → Increased productivity
- Increased quality in products/services: 19% → Increased quality in products/services
- Increased efficiencies in business processes: 14% → Increased efficiencies in business processes
- Increased revenues: 13% → Increased revenues
- Decreased legal costs and compliance fees: 11% → Decreased legal costs and compliance fees
- Increased employee retention: 30% → Increased employee retention
- Increased employee engagement: 52% → Increased employee engagement
- Increased quality of product/service: 50% → Increased quality of product/service
- Increased productivity: 55% → Increased productivity
- Increased skills/capabilities: 50% → Increased skills/capabilities
- Decreased legal costs and compliance fees: 13% → Decreased legal costs and compliance fees
- Increased employee engagement: 47% → Increased employee engagement
- Increased quality of product/service: 41% → Increased quality of product/service
- Increased productivity: 36% → Increased productivity
- Increased skills/capabilities: 31% → Increased skills/capabilities
- Decreased legal costs and compliance fees: 11% → Decreased legal costs and compliance fees
- Increased employee engagement: 36% → Increased employee engagement
- Increased quality of product/service: 31% → Increased quality of product/service
- Increased productivity: 18% → Increased productivity
- Increased skills/capabilities: 11% → Increased skills/capabilities
- Decreased legal costs and compliance fees: 13% → Decreased legal costs and compliance fees
- Increased employee engagement: 20% → Increased employee engagement
Poll Question

What are the roadblocks for collecting/using the data:

☐ Lack of analytics skills within the learning team
☐ Lack of integration among various data systems
☐ Lack of budget for analytic software/projects
☐ Lack of management experience in using data analytics
☐ My organization does not collect data
RPS Approach to Performance Analytics

1. DATA COLLECTION
   - Performance
   - Workforce
   - Learning

2. FIRST PASS ANALYSIS
   - Surface issues for further analysis
   - Descriptive statistics
   - Inferential analysis

3. DIAGNOSTIC
   - Refine problems to solve
   - Identify root causes
   - Validate insights with Subject Matter Experts

4. LEARNING INTERVENTION
   - Content Architect
   - New technology
   - Targeted 70-20-10 interventions

EVALUATION
- Solution KPIs
- Customer Satisfaction KPIs
- Business KPIs
- Cost Efficiency KPIs
- Benchmarking
Analytics Case Studies
Global Learning Transformation Challenges and Approach

Workforce Segmentation

Density Map Analysis
Transformation Results

1. New technology
2. Lowered costs
3. Targeted learning
4. Accelerated time to competency
5. Expanded outside USA

TRAINING
New Hire, Experienced Engineers, Targeted

SKILLS
Aligned to Business and Equipment to Service

DISPATCH
Skills Sent to Dispatch from LMS
Performance Support Tool (PST) Demonstration
The Right Information at Your Fingertip

- Analytics-driven design
- Secure, contained behind firewalls
- Expandable and adaptable
- Links to detailed performance support videos
- Accuracy in call closure reporting
In Conclusion
Your Journey to Unleash the Power of Analytics

1. PERFORMANCE ANALYTICS
   - Performance
   - Workforce
   - Learning
   - Baseline
   - Six Sigma

2. HIGH-IMPACT LEARNING SOLUTIONS
   - Task difficulty, impact and frequency (DIF)
   - Solution Architect
   - Data-Driven Priorities

3. LEARNER ENGAGEMENT
   - Personalization
   - Segmentation
   - Comms, supervisor

4. CERTIFICATION
   - Targeted interventions
   - Skill validation
   - Verifiable outcome
   - Annual requirements

5. MEASURABLE RESULTS
   - Actual performance vs baseline
   - Trends and control group
   - Low performer watch list

- Hands-on, Workshop, 70-20-10
- Games, mobile, AR/VR
- Supervisor briefing, LMS, LCMS
- VCT, sims, EPSS
- WBT, iPDF, Video
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On behalf of Training Industry, thanks to:

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And...all of you for attending!

Questions or Comments?
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