

SUCCESS METRICS TEMPLATE



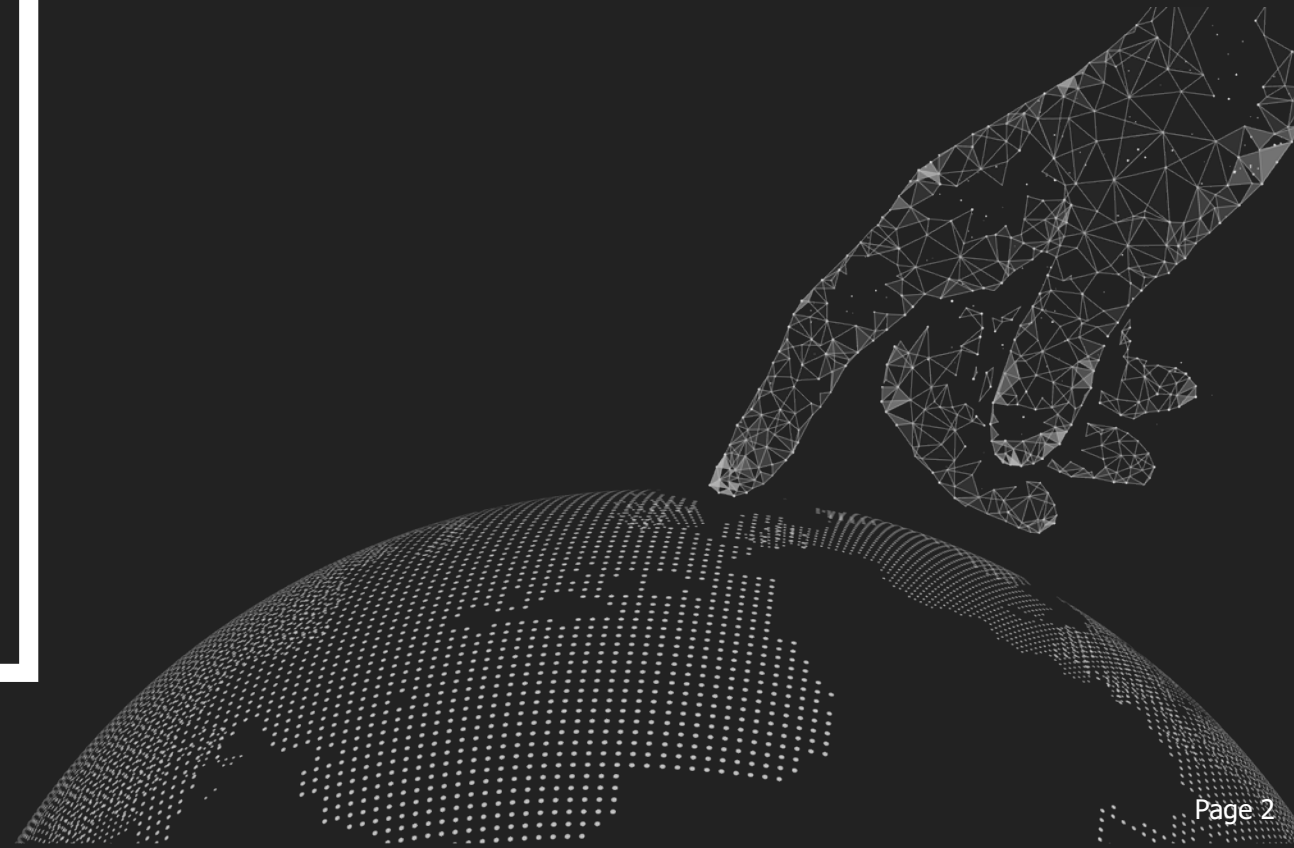
“

L&D strategy success metrics will help you ...

...define the desired benefits of your strategy,
determine if your strategy is on track to produce
intended results and adjust to increase impact.

The [Success Metrics Template](#) will help you arrive
at a robust set of criteria in consultation with key
stakeholders. This sets you up to [track, evaluate,](#)
[adjust](#) and [sustain](#) your L&D strategy against after
implementation.

”





HOW TO USE THIS TEMPLATE

This Success Metrics Template is a tool to help you do [high-quality critical thinking](#) to define the benefits your learning strategy should deliver, and the leading and lagging indicators you can monitor to determine if you are on track for success. You can draw upon insights from the [Diagnose](#) phase to prepare a first draft as a [conversation starter](#) with key business stakeholders.

OVERVIEW

This first section provides an overview of the components of the Success Metrics Template. Additionally, the instructions guide you through the three steps to define success metrics.

SUCCESS METRICS EXAMPLE

This illustrates the Success Metrics according to three business benefits – each with 3 business value metrics and 3 learning metrics.

SUCCESS METRICS TEMPLATE

This is a blank template that you can use to prepare Success Metrics for your stakeholder. Complete it by following the guidance in the first two sections of this guide.

NOTE:

- Go through this tool in its entirety before commencing work on your success metrics.
- Review the examples provided, noting that these are only a guide and by no means are they meant to be exhaustive.
- Use the template on the final page to create your bespoke success metrics before testing it with stakeholders.
- The template contains prompts to help you with its efficient use.
- Note that these prompts are only a guide and not an exhaustive list of everything you should do.

1

OVERVIEW





BEFORE YOU BEGIN

BUSINESS VALUE vs LEARNING VALUE

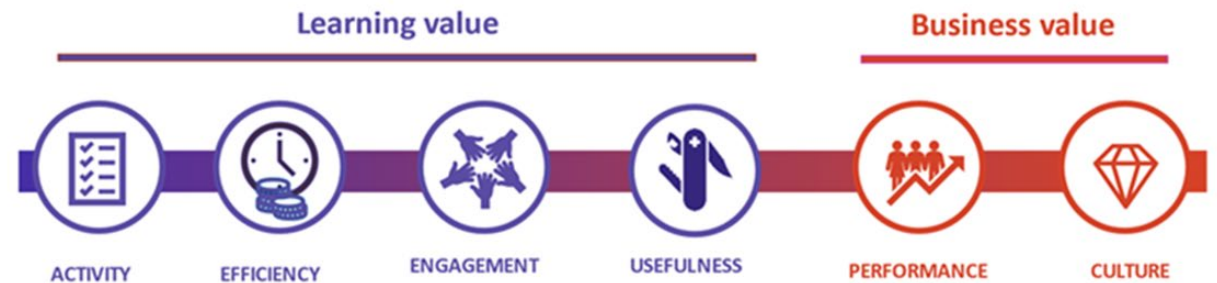
Many L&D professionals are comfortable talking about their value in terms of learning value. We define our value in terms of activity and engagement in our learning solutions and content. We are less comfortable exploring how we add value to the business. The difference is illustrated in Laura Overton's [L&D Value Spectrum](#).



If you'd like to learn more about this spectrum listen to [Learning Uncut Elevate podcast episode 04](#).

The L&D Value Spectrum

@LauraOverton



LAGGING vs LEADING INDICATORS

Lagging Indicators are metrics that measure **past performance**. They can take a long time to change and show the results or outcome of your strategy. In contrast, **Leading Indicators** measure activities that will help you reach your goal. They are **predictive** and give you faster feedback on progress, allowing you to take action to stay on track. Using a combination of lagging and leading indicators will improve your odds of success.



STEPS TO DEFINE SUCCESS METRICS

There are [three steps](#) to define success metrics for your learning strategy.

STEP 1

BUSINESS BENEFITS

Identify business benefits that your strategy will help your organisation to achieve.

- Review your Research Summary and the Research Analysis tab in your Research Plan and Tracker to identify significant strategic business outcomes that really matter in your organisation.
- Be discriminating. Seek to identify no more than three wildly important outcomes that business leaders have flagged the organisation absolutely needs to achieve.
- If significant outcomes are not apparent from the research you conducted during the Diagnose phase revisit your business strategy, most recent annual report and notes from your business leader interviews.

STEP 2

BUSINESS VALUE *Lagging Indicators*

Identify business results that will indicate achievement of the intended business benefits.

- Before jumping to learning metrics, think 'business first.' Metrics that the organisation owns are more credible than L&D metrics.
- All things being equal, what existing business metrics should change if your learning strategy is successful?
- Find out how these are calculated and investigate current levels and recent trends.
- What direction should these metrics move over time if your strategy is successful? An increase or a decrease?
- Acknowledge that activities and forces outside of your control will impact business metrics, but don't let this stop you from targeting and tracking them.

STEP 3

LEARNING VALUE *Leading Indicators*

Identify learning metrics that should affect the business value you're trying to create.

- Learning metrics are within your control. They reflect actions and activities that you take to implement your learning strategy and/or specific solutions aligned to your defined business benefits.
- Be selective. Look for metrics that are most likely to lead to the business metrics you are targeting as lagging indicators.
- You may find that a specific learning metric is predictive of more than one business benefit. That's okay – you can use that learning metric more than once across your three business benefits.

2




SUCCESS METRICS EXAMPLE





LEARNING STRATEGY SUCCESS METRICS EXAMPLE

Use the guideline of 3x3x3 to help be discriminating in selection of metrics:
3 business benefits – each with 3 business value metrics and 3 learning metrics

BUSINESS BENEFIT (Strategic Business Goal) 	BUSINESS VALUE (Business Metrics) 	LEARNING VALUE (LEARNING METRICS) 
Continuous improvement of customer experience	<ul style="list-style-type: none">• Increase in customer satisfaction – measured by NPS• Increase in customer retention – measured by repeat purchases• Increase in first contact resolution	<ul style="list-style-type: none">• Decrease in capability gaps or skill shortages for customer service skills• Reduced time to competency for customer service (by role and level)• Learning effectiveness and performance impact of customer service learning solutions (measured via learning evaluation)
An agile organisation adapting to ongoing change	<ul style="list-style-type: none">• Reduced time to market• Increased speed of issue resolution• Workforce/role mobility – measured by internal job movements	<ul style="list-style-type: none">• Robust communities of practice - measured by community metrics (e.g. activity, engagement, problem-solving)• Increase in continuous / informal learning behaviours (e.g. experimenting, reflecting) – measured via survey• Performance support resource metrics – availability of critical resources, ease of access and usability
Organisation recognised as an employer of choice via a strong Employee Value Proposition (EVP)	<ul style="list-style-type: none">• Increased retention - all roles & critical roles• Increased internal fill rate• Decreased average time to recruit	<ul style="list-style-type: none">• Increased average time spent learning per employee• Decrease in leadership capability gaps• Increase in scores on L&D questions in employee engagement/pulse surveys

3




SUCCESS METRICS TEMPLATE





LEARNING STRATEGY SUCCESS METRICS TEMPLATE

Use the guideline of 3x3x3 to help be discriminating in selection of metrics:
3 business benefits – each with 3 business value metrics and 3 learning metrics

BUSINESS BENEFIT (Strategic Business Goal) 	BUSINESS VALUE (Business Metrics) 	LEARNING VALUE (LEARNING METRICS) 
Benefit #1	<ul style="list-style-type: none">• Metric #1• Metric #2• Metric #3	<ul style="list-style-type: none">• Metric #1• Metric #2• Metric #3
Benefit #2	<ul style="list-style-type: none">• Metric #1• Metric #2• Metric #3	<ul style="list-style-type: none">• Metric #1• Metric #2• Metric #3
Benefit #3	<ul style="list-style-type: none">• Metric #1• Metric #2• Metric #3	<ul style="list-style-type: none">• Metric #1• Metric #2• Metric #3



NOW is the perfect time to create or refresh your strategy. There have been massive shifts in the past two years; consolidate and leverage these shifts NOW.

To get the most out of investments in learning, L&D must take on a commercially strategic role within the organisation. A coherent overarching learning strategy will help you to do this.



Create or refresh your organisational learning strategy by following Learning Uncut's **9 Principles for Creating a Learning Strategy**.



Identify opportunities to improve your strategy in line with these best practice principles.



Go through the checklist to **evaluate your current strategy's alignment** to organisational needs and level of stakeholder engagement.



Don't wait any longer to improve your strategy. Determine which of the nine principles to apply before you work with a consultant.



Get the Checklist