

docebo

## Metrics that Matter

How to Leverage  
Actionable Learning Data

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A	B	C	D	E	F	G	H	I	J	K	L	
1	No.	Marketing Budget	Category	Unit	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
2	10460	Benefits	1-Personnel	0	12,034	13,555	10,674					
3	35246	Payroll taxes	1-Personnel	0	345	347	154					
4	76745	Salaries	1-Personnel	1	521	434	178					
5	76023	Commissions and bonuses	1-Personnel	0	0	2,300	189					
6	23674	Personnel Total	1-Personnel	1	12,900	16,646	11,195					
7	14678	Web Research	2-Marketing	2	6,000	2,300	5,000					
8	10557	Independent Research	2-Marketing	1	2,000	5,420	3,000					
9	90643	Firm Research Fees	2-Marketing	0	8,200	4,500	2,000					
10	17695	Market Research Total	2-Marketing	3	16,200	12,620	10,000					
11	94015	Promotions	3-Commu	2	1,239	190	1,243					
12	75321	Branding	3-Commu	1	622	431	673					
13	95235	Web Advertising	3-Commu	1	10,432	-	10,430					
14	32584	Direct Marketing	3-Commu	0	-	522	199					
15	68508	Newspaper Advertising	3-Commu	0	-	1,243	-					
16	06342	Communication Total	3-Commu	4	12,662	19,330	12,416					
17	89063	Travel	4-Other	0	19,300	15,333	15,000					
18	07421	Phone	4-Other	0	290	150	100					
19	93012	Computer/Office Equipment	4-Other	2	400	500	100					
20	24601	Postage	4-Other	0	683	153	356					
21	35151	Other Total	4-Other	2	20,583	18,136	15,611					
22	10460	Benefits	1-Personnel	0	12,034	13,555	10,674					
23	35246	Payroll taxes	1-Personnel	0	345	347	154					
24	76745	Salaries	1-Personnel	1	521	434	178					
25	76023	Commissions and bonuses	1-Personnel	0	0	2,300	189					
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## BEYOND VANITY METRICS: HOW TO DISCOVER ACTIONABLE LMS INSIGHTS

Thanks to new developments in learning technology, it's easier than ever to capture learner data – and lots of it. In theory, all of this data from your learning management system (LMS) should provide valuable insights that will help organizations understand the successes and inefficiencies in their learning programs and, more importantly, fuel their learning strategy moving forward.

In reality, few organizations are tracking and reporting on the metrics required to gather real insights into the health and effectiveness of their corporate learning programs. Recent data from Brandon Hall Group found that fewer than 25% of companies capture anything beyond very basic metrics, and only about 20% of companies are able to analyze the majority of their data in a meaningful way. It's time to look beyond vanity metrics and gather the information you need to make data-driven decisions about your learning strategy.

FEWER THAN



Capture anything beyond very basic learning metrics.

Source: Brandon Hall Group Learning Measurement 2016 Survey. Used with permission.

ONLY APPROXIMATELY



Are able to analyze the majority of their data in a meaningful way.

Source: Brandon Hall Group Learning Analytics 2017 Survey. Used with permission.



## WHAT ARE VANITY METRICS?

Vanity metrics are numbers that might look good on paper, but don't necessarily help to develop critical insights. They are essentially futile when it comes to determining areas of improvement or reaching positive business outcomes.

The antithesis to vanity metrics are what are often known as actionable metrics. Actionable metrics are numbers from which valuable insights and stories can be gathered. These types of numbers will help propel your business forward because they'll provide irrefutable data that translates into an understanding of where your learning efforts need to be refined. As a result, less time is spent on unproductive and ineffective activities, and more time can be spent administering the activities that drive engagement and business results.





LEVEL 1: REACTION

LEVEL 2: LEARNING

LEVEL 3: BEHAVIOR

LEVEL 4: RESULTS

**LEVEL 1: REACTION**

The degree to which participants find the training favorable, engaging and relevant to their jobs

**LEVEL 2: LEARNING**

The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training

**LEVEL 3: BEHAVIOR**

The degree to which participants apply what they learned during training when they are back on the job

**LEVEL 4: RESULTS**

The degree to which targeted outcomes occur as a result of the training and the support and accountability package

Source: Kirkpatrick Partners.

Perhaps the most significant aspect of corporate learning to be measured is the link between learning and organizational performance. To gauge this, you'll have to understand the level of effectiveness of your learning programs.

The most common worldwide standard for measuring the effectiveness of training is known as the Kirkpatrick Model. The Kirkpatrick Model is a four-level framework that examines the value of both formal and informal training. The model, created by Dr. Don Kirkpatrick, is applied before, during, and after training to demonstrate the value of training to an organization.

According to Brandon Hall Group's Learning Measurement 2016 survey, 40% of companies do not measure any of their learning at Kirkpatrick Level 4. 49% of respondents revealed that one of the reasons they may not be measuring at Kirkpatrick Levels 3 and 4 is because they don't have the proper metrics.



## FINDING ACTIONABLE LEARNING METRICS

Every business model is different, and the metrics that will provide useful insights will vary between organizations. This short paper will provide a few examples of common vanity metrics that organizations often rely on for their learning programs, but keep in mind that some metrics might be informative for your unique business purposes.

Actionable metrics should typically help to answer the following questions:

- How does this information direct me to take a specific action?
- What does this information indicate about how learning is impacting my employees, customers, partners, etc.?
- Does this information help me link learning to organizational performance?



## USAGE RATE OF LEARNING METRICS

(Top Rating is 4)

Completion of courses - **3.38**

Post course questionnaires - **2.82**

Employee satisfaction surveys - **2.69**

Learner assessment ratings - **2.29**

Meeting corporate objectives - **2.19**

Course grades - **2.15**

Managerial observations - **2.13**

Ability to perform new task/assignment - **2.07**

Coach/Mentor observations - **1.95**

Increased productivity - **1.81**

Team effectiveness - **1.81**

Organizational assessment - **1.80**

Ability to be promoted - **1.73**

Time to effectiveness in new role - **1.71**

Reduction in errors/accidents on the job - **1.70**

Peer observations - **1.67**

Reduction in turnover - **1.63**

Reduction in regulatory citations - **1.57**

Behavioral analysis - **1.51**

Reduction in lawsuits - **1.34**

In *Learning Measurement 2016: Little Linkage to Performance* by Brandon Hall Group, an outline of the usage rate of common learning metrics is provided (summarizing survey data). As an example of potential vanity metrics in action, they provide the following observation:

*“Course completion is the number one metric being used, and by a wide margin. This is clearly the easiest metric to gather, but it doesn’t really tell an organization much. If 98% of learners complete a course, you still have no idea if it was effective, if they liked it, if they will remember it, or if it will help the business. The more strategic measurements are much further down the list, like team effectiveness or time to effectiveness.”*

Similarly, a common vanity metric could be the number of registered users in your LMS. Some systems count all registered users as active users when, in reality, it may have been months since they last signed in and engaged in any learning activity. As such, it would make more sense to track metrics such as active users and user activity to determine insights about training engagement and effectiveness.

It’s just as important to comprehend how certain metrics are measured as it is to actually measure them. Be sure to understand how the definition of certain metrics vary between systems when gathering insights.

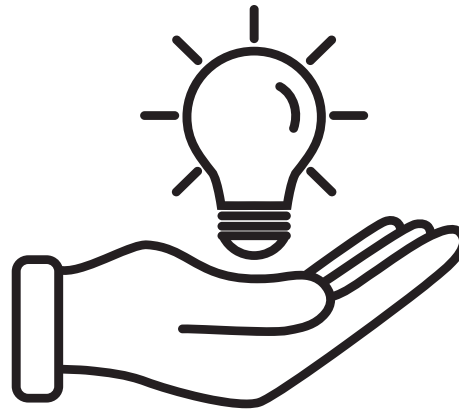
Source: *Learning Measurement 2016: Little Linkage to Performance* by Brandon Hall Group. Used with permission.

## MEASURING FORMAL AND INFORMAL LEARNING

According to Brandon Hall Group's Learning Measurement 2016 survey, 60% of organizations are "not at all effective" when it comes to measuring informal learning (defined as "learning that takes place typically in an unscheduled, ad hoc form, typically through peer to peer collaboration and social networking"). Similarly, 52% of organizations are "not at all effective" when measuring experiential learning (defined as "on-the-job training, learning by doing, trial and error, and observation").

An LMS can help track a number of learner activities. Formal learning metrics and reports include:

- Course completions
- Course subscription dates
- Last access by user
- Total time spent on courses and learning plans
- Most viewed courses
- Test/assessment scores
- ILT classroom course sessions
- Ecommerce transaction data
- Learning plan reports
- User activity reports
- Audit trail reports
- Gamification reports (e.g., badges and contests)
- Certification reports
- External activity reports
- Custom reports based on your unique learning needs



## LOOKING BEYOND THE LMS

On its own, your LMS can provide a lot of valuable data. This data becomes even more valuable when combined with data from other tools, such as your CRM, HR software, business intelligence tools, and so on. Looking at LMS metrics alongside data from other systems can help to fill in the blanks in order to link learning to organizational performance and help to determine if you're experiencing ROI on your learning technology investment (among other insights). For example, an integration between your LMS and Salesforce will provide visibility into how your sales team is engaging with learning content, as well as how the performance or adoption rate of partners and customers changes after engaging with training.

LMSs such as Docebo offer out-of-the-box integrations with several other platforms and systems, or can be easily configured via the API.

Your LMS should also be able to provide metrics on informal learning activities. In Docebo, for example, social learning activity can be tracked based on activities in the Coach and Share app. Some examples include:

- Reports on peer review activity
- Reports on activity per channel
- Answer likes and dislikes
- Top experts by answer quality
- Fastest answers by experts
- Answers marked as "best answer"
- Rating on content contributions (user-generated content)
- Sharing activity
- Content views





## APPLYING LEARNER INSIGHTS

Data can provide insights that will help reduce employee turnover, improve learner autonomy, and increase productivity – and that’s just scratching the surface.

One of the most practical applications of LMS metrics is understanding a learner’s skills and competencies. A learner can complete a gap analysis evaluation that will determine where they lack the skills and competencies necessary to perform in their role. Once an employee’s skill gaps have been determined, this data can be leveraged to help compose a personalized learning plan that will fill those knowledge gaps and increase the employee’s skills (and ultimately, their performance).

Similarly, metrics can help to improve learning content. For instance, if a top performing sales rep provides highly rated feedback on a forum, or uploads a video that generates high user ratings, perhaps this informal content can then be introduced into a formal learning plan.

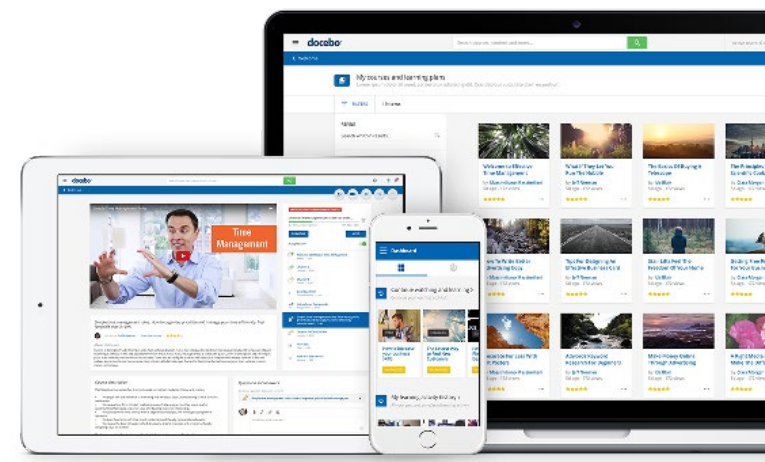
Metrics from learning technology are critical for identifying the connection between learning and organizational performance. Support your journey to uncovering real learning insights with a state-of-the art LMS that can measure both formal and informal learning efforts, as well as integrate with the other tools in your technology ecosystem.

## LEARNING MEASUREMENT 2016

What are the main drivers behind your organization’s learning measurement approach?



Source: Brandon Hall Group Learning Measurement 2016 Survey. Used with permission.



## ABOUT DOCEBO

Docebo is a global SaaS enterprise learning management system (LMS) used in more than 80 countries and offered in over 30 languages. Established in 2005, Docebo offers a learning ecosystem for companies and their employees, partners, and customers that is designed to increase performance and learning engagement. Docebo is a learner-centric technology, embraced for its ease of use, elegance, and ability to blend coaching with social and formal learning. It’s no wonder that Docebo has been heralded by PCMag.com as “the best online learning platform for business on the market.”

**Get better learning insights with the Docebo LMS.  
Start your free trial today!**

**START A FREE TRIAL**