



# The True value of Learning

**Dennis Brown, Founder and President**  
*Vero Voce Learning Systems*

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## So What's Changing?

“The future ain't what  
it used to be.”

# Defining a new learning culture



Business need based

Blended Learning Techniques

Integrated into assignments

Expected outcomes defined  
& Metrics tracked

## The True Costs of Not Training

One thing worse than  
training employees and  
**losing** them ...  
is not training them and  
**keeping** them.

Dr. Ed Metcalf- Professional Speaker

# Traditional learning; traditional measurement

How many people taking learning

How many completions

How many accesses to courses

What percentage pass rate

How many courses available

How satisfied are the participants

Would they recommend the course to others

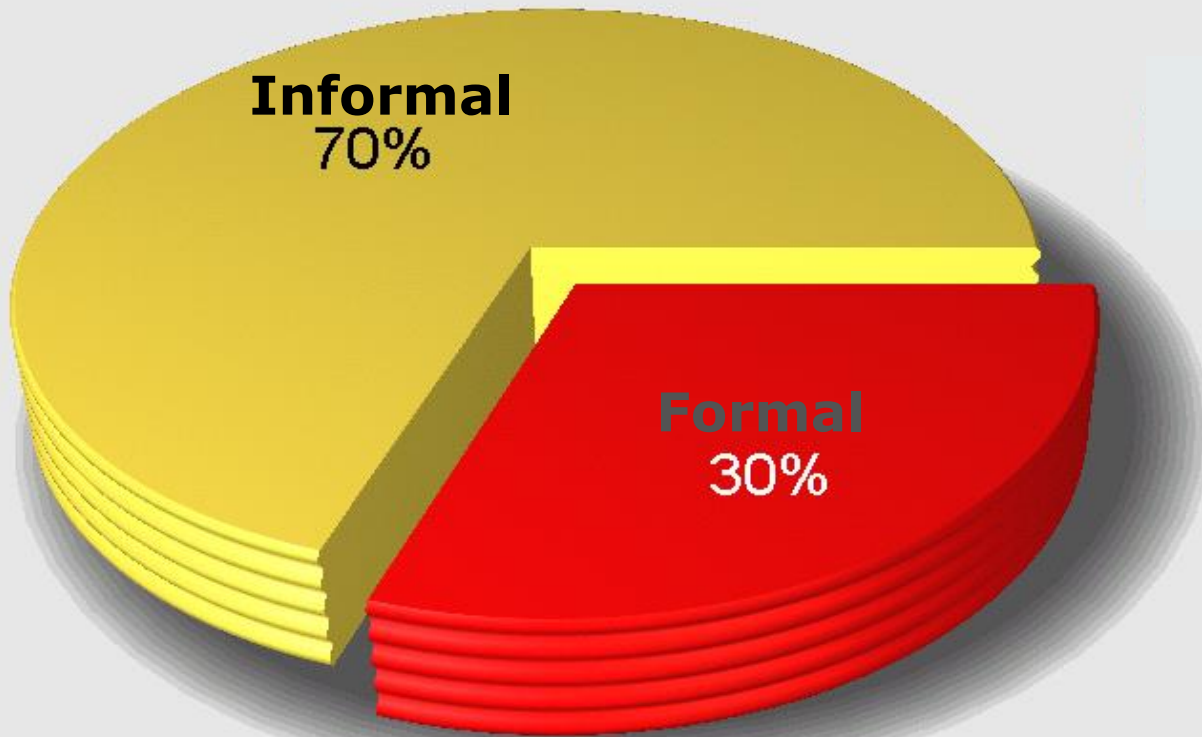
How many hours of learning do students take

Decreased training travel costs
Decreased cost/hour of training
Reduced time off task for trainees
Increased audience impact
Improved response time--meet needs
Improved cycle time for training delivery
Demonstrated knowledge during training
Satisfied trainees
Demonstrated performance on the job
Increased positive management feedback


Adapted from: Blended eLearning: Integrating Knowledge, Performance Support, and Online Learning  
by Larry Bielawski and David Metcalf

# Informal Learning...

Represents 70% of Learning that Occurs in the Workplace



Source: U.S. Bureau of Labor Statistics



**Informal Learning**  
“the improvised, unplanned instructional efforts that are part of the everyday fabric of business operations.”

# Spending vs Outcomes Paradox

## Formal Learning

**Intentional  
Classroom  
E-Learning  
Explicit Knowledge**

Spending

Outcomes

## Informal Learning

**Improvised, at work  
Research and Tacit  
Dialogue with Co-workers  
Mentors**

Spending

Outcomes

Spending is in reverse  
proportion to outcomes

Jay Cross at <http://www.internettime.com/blog/archives/000443.html>



# Business Need Based Learning

**“The most important thing any training department can do is to solve a business problem.”**

**“The metrics of success [of a recent program] were about the business outcomes desired, and had nothing to do with traditional training metrics such as number of students trained.”**

Tom Kelly

Vice President, Internet Learning Solutions


Panel discussion at Corporate University Week



# The True Costs of Not Training

1. Fewer skilled employees
2. Lower-quality work
3. Poor customer service
4. Higher customer turnover
5. Increased marketing costs
6. Slow corporate growth
7. Higher employee turnover
8. Higher recruitment costs
9. Reduce attraction for new employees
10. Increased IT support
11. High informal training costs
12. Increased workload
13. Increased burnout
14. Slow response to bids
15. Slow response to competition
16. Turf battles, office size, and politics are valued
17. Inability to adjust for business environment

The Learning Paradox by Jim Harris, page 174-5



Kevin Wilde, chief learning officer for General Mills said, "I realized that, to build the credibility and relationships with senior executives in the company, I needed to speak their language."

**Measuring the Relevant Business Impact**  
Jeanne C. Meister

# Key Audiences



**Customers:  
Users of Your  
Offerings**



**Partners:  
Managers Of  
Your  
Customers**



**Stakeholders:  
Managers of  
Partners;  
Hold Budgets**

# Conduct Research

- Determine business objective repositories
- Identify performance barriers to success
- Understand target audience character
- Discard environmental, cultural or conditional issues
- Determine links between issue and performance
- Consider resource capabilities
- Consider importance of outcome
- Identify target interventions with “the biggest bang for the buck”



# Identifying true business issues

Increased revenue/sales
Decreased costs
Improved customer satisfaction
Improved quality
Improved on-time delivery
Increased productivity
Improved cycle time
Eliminated waste
Improved safety record
Improved employee satisfaction/morale
Reduced employee turnover

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# ROI Metrics

Reduced number of training vendors
Decreased training travel costs
Decreased cost/hour of training
Reduced time on task for trainees
Increased audience impact
Improved response time--meet needs
Improved cycle time for training delivery
Demonstrated knowledge during training
Satisfied trainees
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Cost  
Justification

Increased revenue/sales
Decreased costs
Improved customer satisfaction
Improved quality
Improved on-time delivery
Increased productivity
Improved cycle time
Eliminated waste
Improved safety record
Improved employee satisfaction/morale
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True  
ROI

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# ROI Metrics

Research has shown that a simple 1 percent increase in productivity typically produces more than 10 times the impact of a 1 percent decrease in training costs.

**Thomas A.Kraack**  
CLO Magazine



# Questions You Should Ask



1. Why?
2. So What?

# A Statement You Should Always Have Ready!



**NO!**

# Defining a new learning culture



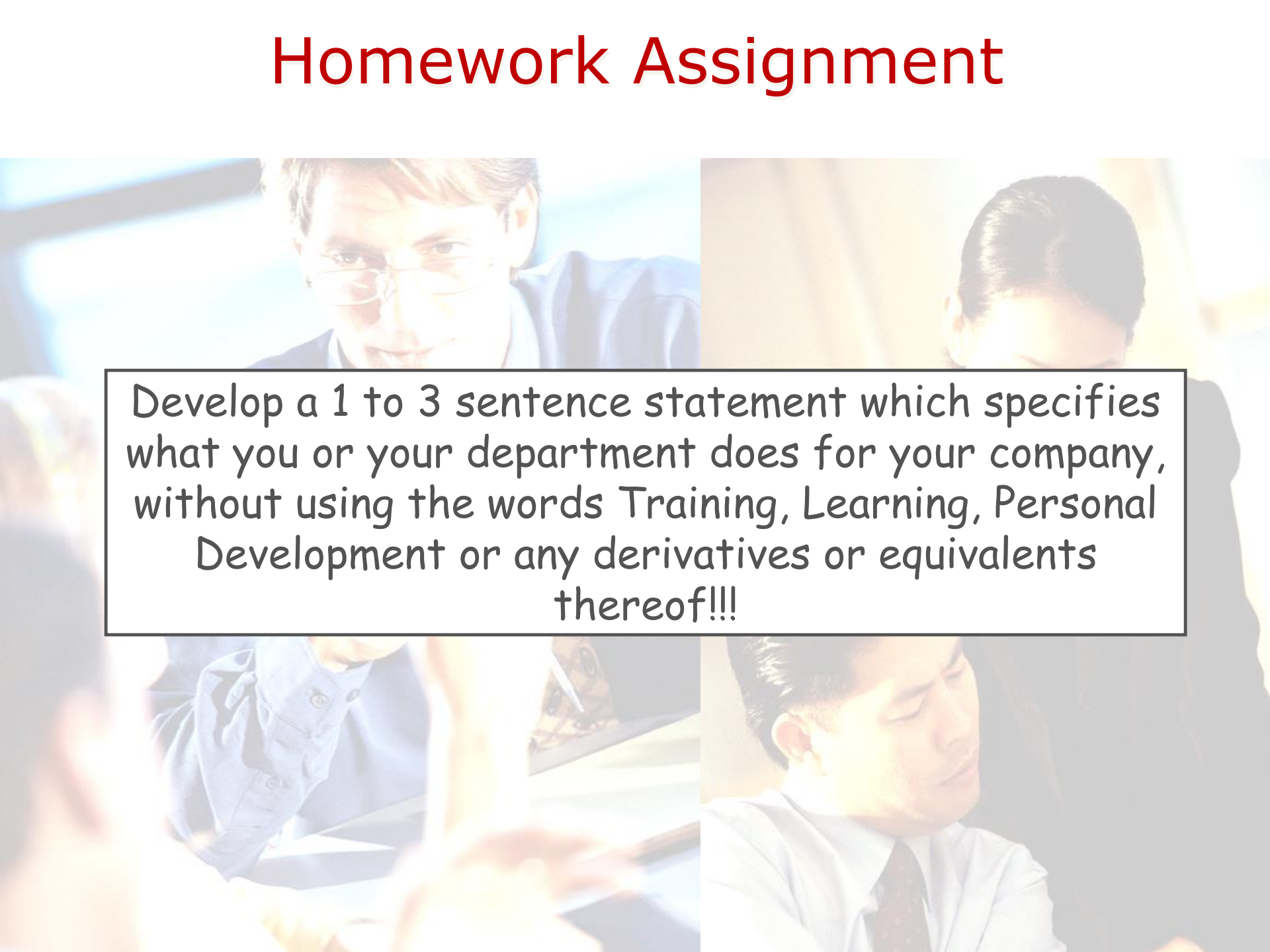
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# Homework Assignment



Develop a 1 to 3 sentence statement which specifies what you or your department does for your company, without using the words Training, Learning, Personal Development or any derivatives or equivalents thereof!!!

# Conclusions

It's not easy, no one said it would be!  
Specify learning in business terms  
Speak the language of the Business Units  
Understand the true costs of not training  
Use the metrics of business, NOT the metrics of training  
Think of your job as Business Unit Development, NOT training

# Thank you

## The True Value of Learning

- ***Presented by: Dennis Brown***
- *Founder and  
President Vero Voce Learning Systems*