

LEARNINGELITE

The LearningElite model is designed to fit organizations from any industry, size, location and type. The application items need to differentiate the elite among all different types of organizations. As an applicant, you want to tell an overall compelling story while highlighting organizational elite components. We have found that asking practitioners to break down their overall enterprise-level L&D strategy and the function that supports achieving it has been a positive reflective experience in helping to translate L&D value.

For the Learning Impact and Business Performance Results dimensions, we are measuring three areas:

1. Micro learning and development (item 13)
2. Macro learning and development (items 3, 4)
3. Macro corporate (items 8, 9, 10, 16)

For a definition and examples of key performance indicators (KPIs) go here:

http://en.wikipedia.org/wiki/Performance_indicator

Measurement	Application Item	Definition
Macro Learning & Development	3. List the key performance indicators (KPIs) used to measure the effectiveness of your learning strategy. Describe how the KPIs are measured and what actionable information they provide.	Item 3 is about measuring the KPIs for your learning strategy, not the metrics for a solution nor the KPIs for the organization as a whole, although they could be similar in some cases. For example, if your strategy is to increase regional sales force effectiveness, then list the KPIs of how you will measure this increase in effectiveness, such as increased revenue by targeted regions.
Macro Learning & Development	4. Provide the best example of a key performance indicator metric you use to measure the impact of your learning strategy. Discuss results along with strategic outcomes.	Select ONE KPI from item 3 and discuss the strategic outcomes resulted. From the No. 3 example, pick one of the KPIs that are used to measure regional sales force effectiveness and discuss the results.
Macro Corporate	8. Provide the best example of how leadership employed key performance indicators to drive organizational learning and development effectiveness.	Provide ONE corporate KPI that senior leadership directed L&D to directly impact. For example, L&D was directed to help enhance customer satisfaction. As a result L&D built and delivered training for call center staff and strategic partners.
Macro Corporate	9. What KPIs best reflect L&D's impact on business performance? Explain the KPIs, the results and the action taken by senior leadership.	Pick ONE corporate KPI (may/may not be same as No. 8) and demonstrate the action taken by senior leadership based on L&D's impact on that KPI. For example, L&D creates a new on-boarding program for call center staff that increases retention by 12 percent, a critical KPI for the organization. Senior leadership sees L&D's effect on this KPI and instructs them to increase retention of first-year managers by creating a managers on-boarding program.
Macro Corporate	10. How does your CEO/executive team determine the impact/value of the learning organization? If appropriate, describe what metrics are used and how frequently they are reported.	List all metrics used by the C-suite to determine L&D's contribution on the organization and the reporting frequency. The impact metrics may or may not be monetized.

Measurement	Application Item	Definition
Micro Learning and Development	13. What metrics do you use to assess the effectiveness of your learning solutions delivered? What results have you experienced?	Previous questions ask about KPIs related to the strategy of the broader L&D function. This question is focused on taking one or more solutions and discussing how you measure their effectiveness. For example, you delivered a blended project management certification program to all project managers. As a result, 80 percent passed the CAPM/PMP certification exam and 50 percent of the projects have come in under budget.
Macro Corporate	16. List the key performance indicators your organization uses to assess business performance results and how the L&D function directly contributes to the results.	Previous questions focused on the broader L&D function and specific learning solutions. This question deals with how L&D affects the corporate KPIs or what L&D metrics feed into corporate metrics. We want to know all the L&D impacts and how they have been monetized to business performance results. As an example, L&D may be a part of a corporate metric such as sales metrics if L&D trained the sales staff.
Macro Corporate	17. Give an example of an action taken by the L&D function that positively impacted the organization based on business performance results.	Take one example from No. 16 and illustrate the link between L&D's contribution to the impact on a corporate KPI. For example, we know the cost of turnover for an employee's first two years was equal to their annual starting salary. The average starting salary was \$38K/year. We have 250 employees globally who enter the firm every year; therefore, there are 500 total employees. L&D rolled out a new on-boarding program which increased retention by 10 percent. By cutting the attrition rate in half, we saved \$380K.