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Quick tips
to optimize training ROI

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The need for optimization

Corporate training investments have been on the rise for over 30 years. Yet, 70% of employees report that they don't have mastery of the skills needed to do their jobs, and only 12% of employees apply new skills from corporate training to their jobs.

70% don't have the skills they need[1]

88% don't apply training on the job[2]

Evaluating training

To measure the effectiveness of training, many organizations follow the four levels of the Kirkpatrick Model:

Reaction
Degree to which employees find the training favorable, engaging and relevant

Learning
Degree to which employees acquire the intended knowledge after training

Transfer
Degree to which employees apply what they learned in training while on the job

Evaluation
Degree to which targeted outcomes occur as a direct result of the training

Practical tips for applying this model and optimizing ROI

1. Follow up by asking for feedback
2. Assess employee skills and find training gaps
3. Fill training gaps with personalized action plans
4. Use data analytics to track progress

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1. Follow up by asking for feedback

For training to be effective, employees must find it to be engaging, relevant, and helpful. When employees feel their training experience has been boring, confusing, or irrelevant to their needs, the result is often scrap learning, which is learning that is delivered but not ultimately applied on the job- in other words, wasted time and money.
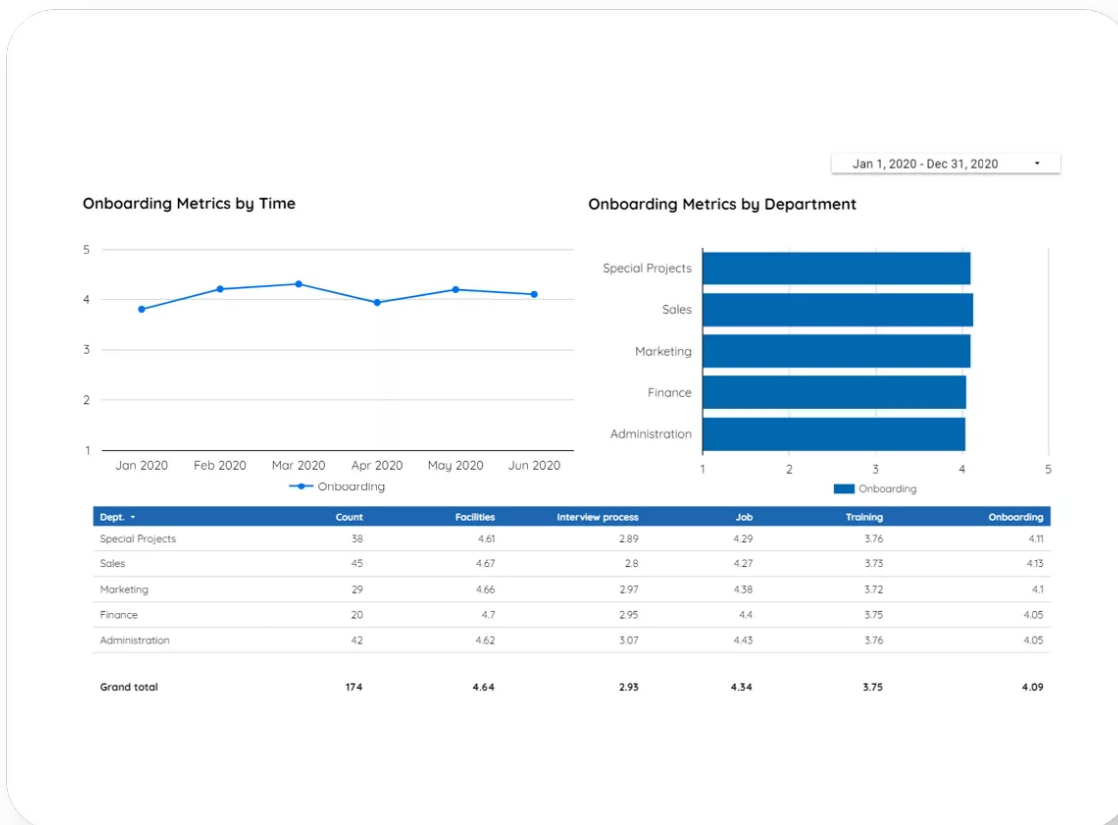
A great way to combat scrap learning and make sure every training initiative is engaging, helpful, and relevant is to follow up with employees after each training with simple requests for feedback. These surveys can be automatically triggered once training is complete and provide an anonymous channel for employees to communicate how helpful they found the training to be.

When you establish a process for collecting employee feedback after training, you can aggregate the data for a clear picture of how employees felt about the training and easily identify opportunities to make the content more clear, engaging, or relevant.

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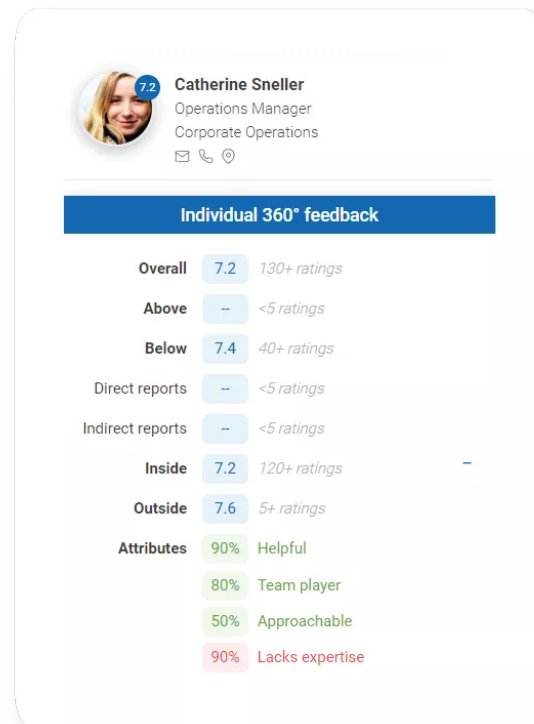## 2. Assess employee skills and find training gaps

The simplest way to ensure employees have acquired the knowledge they need from their training is to provide direct assessments afterward. For many training programs, this can be done in a simple question-and-answer format. But some training might require more out-of-the-box strategies to gauge knowledge. Examples include:

- "Teach-backs" that encourage employees to present the content in their own words
- Role-playing through various scenarios to see how well employees can apply the content
- Strategy games that require training knowledge to successfully complete

But what if your training courses have not historically given direct assessments? Or, what if those assessments have been shown to be insufficient at profiling employees' knowledge?

Ongoing employee skills assessments provide better long-term outcomes than one-and-done assessments. They can also serve as an "audit" of training programs that have not historically provided assessments.

Locating learning gaps is a critical step in maximizing your training ROI. With these regular assessments, learning and development professionals can proactively identify learning gaps that would otherwise fly under the radar.

Catherine Sneller
Operations Manager
Corporate Operations

Individual 360° feedback

Overall	7.2	130+ ratings
Above	--	<5 ratings
Below	7.4	40+ ratings
Direct reports	--	<5 ratings
Indirect reports	--	<5 ratings
Inside	7.2	120+ ratings
Outside	7.6	5+ ratings
Attributes	90%	Helpful
	80%	Team player
	50%	Approachable
	90%	Lacks expertise

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3. Fill training gaps with personalized action plans

Once you identify training gaps, you have a clear path to filling them with personalized employee action plans.

Research shows employees embrace opportunities learn on the job. In fact, PwC research found that millennial employees (the largest generation represented in the US workforce) rank training and development as the number one most valuable benefit employers can provide.

Personalized action plans help optimize training ROI by ensuring employees get the training they want and need, and by improving long-term training efficacy.
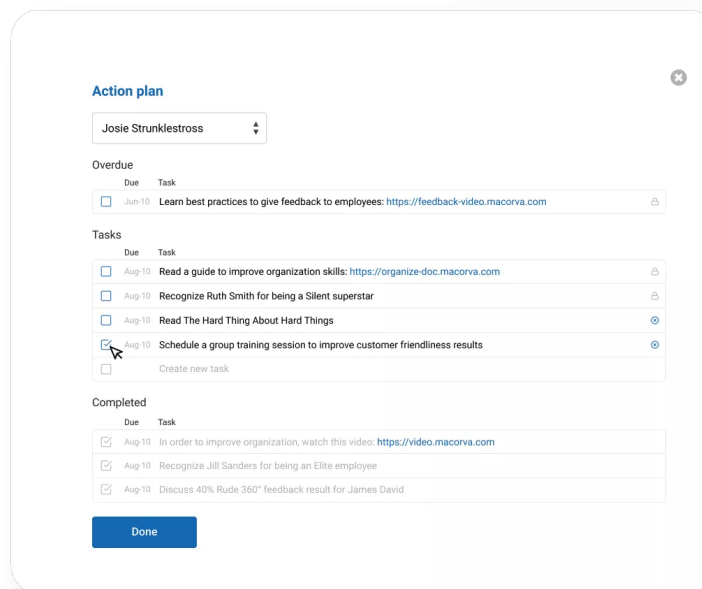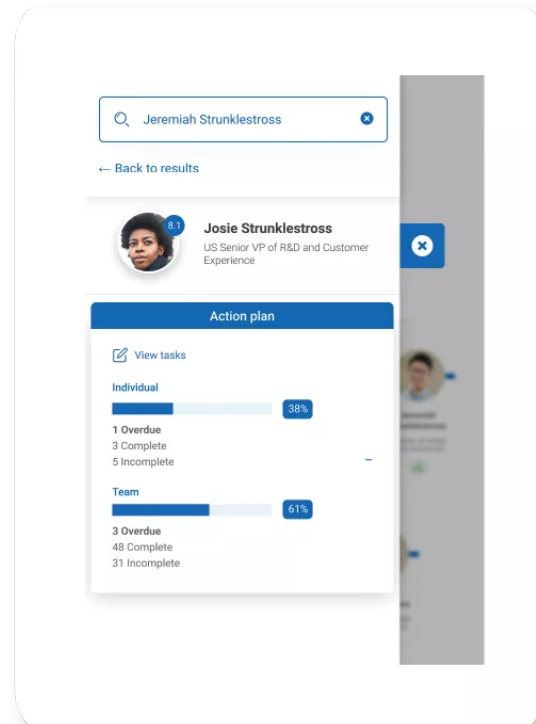
4. Use data analytics to track progress

Using data analytics to evaluate the ROI of employee training and other learning and development programs is a rapidly growing trend, especially as companies adapt to the 2020 economic upheaval.

Data analytics can demonstrate training efficacy with hard metrics instead of speculation. Assigning quantitative, trackable metrics simplifies the training ROI calculation and helps learning and development professionals optimize their programs for the future.

By mapping a training program to a specific outcome, which can range anywhere from an individual employee's skills assessment all the way up to company revenue, companies can see where training resources are most effective and invest their resources accordingly.
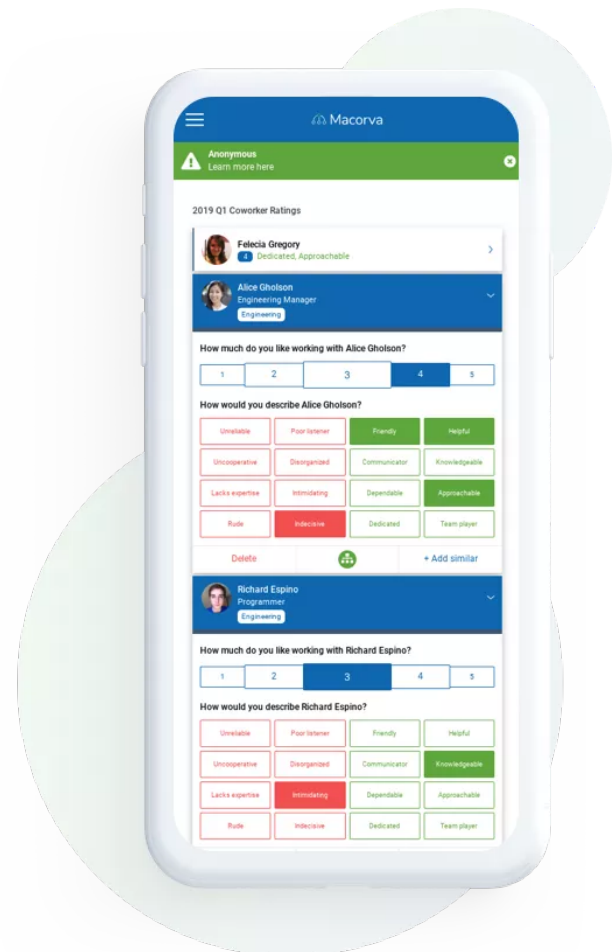
Competence dashboard

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Skill	Score
Motivating Others	78%
Developing Direct Reports	14%
Dealing with Ambiguity	27%
Conflict Management	77%
Building Effective Teams	56%
Integrity and Trust	75%
Listening	12%
Action Oriented	42%
Managing Diversity	48%
Problem Solving	56%
Delegation	40%
Drive for Results	91%
Confronting Direct Reports and Others	62%
Timely Decision Making	28%
Customer Focus	54%
Process Management	32%

Attributes

	Positive		Negative
50%	Encouraging	—	Negative
40%	Open-minded	60%	Poor listener
30%	Takes initiative	50%	Indecisive
80%	Trustworthy	—	Unreliable
70%	Dependable	60%	Disorganized
—	Good Listener	40%	Bad communicator
—	Determined	50%	Inflexible
80%	Passionate	—	Inconsiderate
90%	Hardworking	—	Careless
—	Transparent	—	Overcritical
—	Organized	—	Argumentative
—	Communicator	—	Unmotivated

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Get the right tools

Secure the right platform to optimize your training ROI. Macorva's employee experience platform:

- Empowers employees to anonymously give feedback on training and work experiences.

- Returns feedback assessments to every employee with no management overhead.

- Captures employee experiences as actionable data to measure and track training ROI.

and much more! Click here to contact a member of our team for a 1:1 consultation.

References

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2. https://www.shiftelearning.com/blog/statistics-on-corporate-training-and-what-they-mean-for-your-companys-future
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