

# **The Great Debate: Taking Sides on Critical Measurement Questions**

**Panelists: Ciara Daume, Sue Olson,  
Ryan Sullivan, Katie Gallagher  
Moderator: Peggy Parskey  
March 13, 2020**



# AGENDA

- **Meet the Debaters**
- **Debate Format and Topics**
- **Topic 1: Standard vs Custom Surveys**
- **Audience Q&A**
- **Topic 2: Efficiency/Effectiveness vs Outcome Measures**
- **Audience Q&A**
- **Wrap Up**

# Meet the Debaters

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**Ciara Daume**  
Instructional Design Manager  
**Heartland Dental**



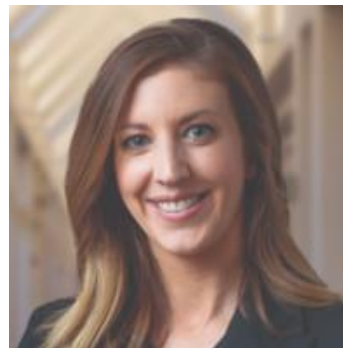
**Ryan Sullivan**  
Associate Director, Learning  
Analytics: **PPD**



**Peggy Parskey**  
Principal Consultant  
**Explorance**



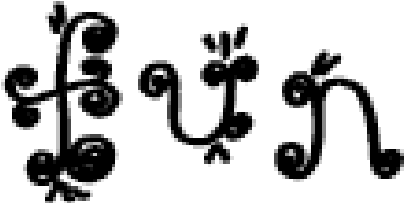
**Sue Olson**  
L&D Measurement and  
Evaluation Consultant  
**Allstate Insurance**



**Katie Gallagher**  
Talent Analytics Specialist  
**Ascension**

# Debates Have

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- Debating is about
  - Facts and data
  - Having a defined point of view
- Each debater takes a stand (for or against) and argues for it by...
  - Identifying why his/her position is valid
  - Offering a rebuttal to the opposing point of view
  - Providing other ideas to make his/her point
- Debating is usually about winners and losers
  - In our debate, we are seeking truth through discussion
  - And we want to have 

# Our Topics and Debaters

## Topic 1: Standard vs Custom Evaluations

Position: Standard evaluations  
Debater: **Ciara Daume**

Position: Custom evaluations  
Debater: **Sue Olson**

## Topic 2: Efficiency/Effectiveness Measures vs Outcome Measures

Position: Efficiency/Effectiveness Measures  
Debater: **Ryan Sullivan**

Position: Outcomes only  
Debater: **Katie Gallagher**

# Topic 1: Standard vs Custom Evaluations

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- **Standard Evaluations: Ciara**

- Same (ideally benchmarked) questions used across surveys

- Content quality
- Instructor capability and engagement
- Learning
- Application
- Manager support
- Barriers



- **Custom Evaluations: Sue**

- Questions are tailored to each course

- Questions specific to the content of the course and learning objectives
- Competency assessment questions
- Open ended, free form questions



## Timing

- 4 minutes each: Pro of position
- 2 minutes each: Con of opposition
- 2 minutes each: Rebuttal of opposing view
- Brief Q&A

# Topic 2: Efficiency/Effectiveness vs Outcomes

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- **Efficiency/Effectiveness: Ryan**

- Measures that focus on:
  - Activity and volume
  - Cost
  - Quality
  - Self-reported learning and behavior change

- **Outcomes: Katie**

- Measures that focus on business
  - Financials: Sales and profit
  - Customer: Retention, share of wallet, NPS
  - Operational: Productivity, safety
  - Employee: Engagement, retention



## Timing

- 4 minutes each: Pro of position
- 2 minutes each: Con of opposition
- 2 minutes each: Rebuttal of opposing view
- Brief Q&A



# Reflections

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- What was it like to take an extreme position or a position you don't support in real life?
- What did you learn from this exercise?
- On the topics you debated, what is your position in your company
  - Ciara and Sue: Standard vs custom
  - Ryan and Katie: Efficiency/effectiveness vs outcomes







Thank You

# Timing

Area	Topics	Time per Debater	Total Time
Opening	<ul style="list-style-type: none"> <li>• Agenda</li> <li>• Introductions</li> <li>• Approach</li> <li>• Topics</li> </ul>		8 minutes
Topic 1: Standard vs custom evaluations	<ul style="list-style-type: none"> <li>• Pro of position</li> <li>• Con of opposition</li> <li>• Rebuttal of opposing view</li> <li>• Q&amp;A</li> </ul>	4 minutes 2 minutes 2 minutes	8 minutes 4 minutes 4 minutes 4 minutes 20 total
Topic 2: Efficiency/effectiveness measures vs outcome measures	<ul style="list-style-type: none"> <li>• Pro of position</li> <li>• Con of opposition</li> <li>• Rebuttal of opposing view</li> <li>• Q&amp;A</li> </ul>	4 minutes 2 minutes 2 minutes	8 minutes 4 minutes 4 minutes 4 minutes 20 total
Summary of the experience	<ul style="list-style-type: none"> <li>• Each debater reflects on what you learned by taking an absolute position</li> </ul>		6
Other questions			6 minutes

# Example: Quantitative Vs Qualitative Debate

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Section	Quantitative	Qualitative
Pro of position (Focus on your own position)	<ul style="list-style-type: none"><li>• Easy to aggregate data</li><li>• Easy to administer and complete</li><li>• Scalable; data can be aggregated</li><li>• Can conduct complex analysis</li></ul>	<ul style="list-style-type: none"><li>• Provides rich insights</li><li>• Answers questions we didn't think to ask</li><li>• Often gets to root cause of issues</li></ul>
Con of opposition (Focus on the flaws in your opposition's position)	<ul style="list-style-type: none"><li>• Costly tools required to conduct high quality sentiment analysis</li><li>• Meaningful sentiment analysis requires human intervention as the 'machine' learns</li><li>• Can't easily aggregate data across demographics</li></ul>	<ul style="list-style-type: none"><li>• Challenge of bias in question wording</li><li>• Scales aren't always interpreted the same across all audiences</li><li>• Self reported data tends to skew toward the upper end of the scale</li></ul>
Rebuttal to opposition (Respond to your opposition's statements)	<ul style="list-style-type: none"><li>• Engage SMEs in survey design</li><li>• Test the validity and reliability of the instrument</li><li>• Label the anchors to ensure consistent interpretation</li></ul>	<ul style="list-style-type: none"><li>• Tools cost is coming down</li><li>• Machine learning can happen quickly</li><li>• Can tie sentiment analysis to demographics to scale and provide nuanced interpretation</li></ul>