

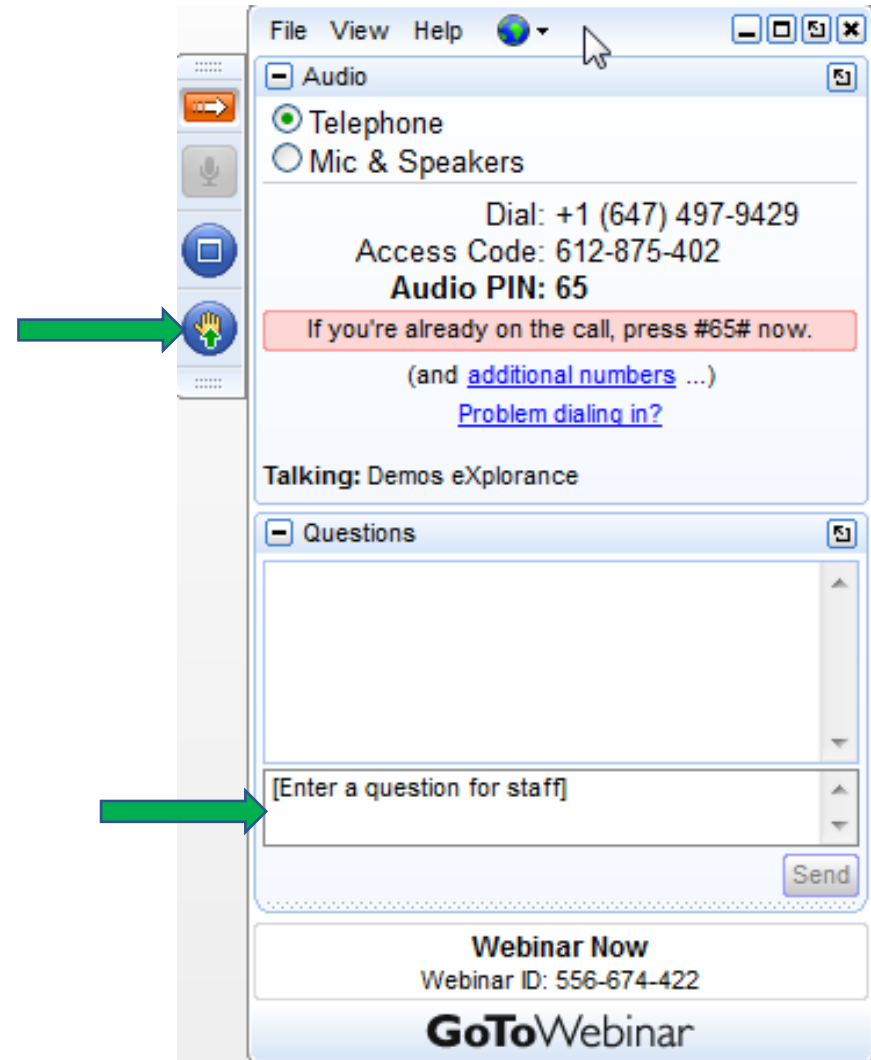
New SmartSheets: Continuously Improving the Way We Measure Learning Effectiveness



Presented By: Chris LeBrun, Principal Consultant with Explorance

Classroom Orientation

- ❖ Raise little hand on the side panel
- ❖ Type question into the chat dialogue box
- ❖ The question appears in the question pane





About your Presenter: Chris LeBrun, Principal Consultant

Background



Chris joined Explorance in 2008 and has over 20 years of experience in program management within the private and not-for-profit sectors. He received his MBA from Babson College with a focus in Organizational Development and Communication.

Chris has a passion for talent and as a Principal Consultant for Explorance, he works with clients to assist with the enablement and execution of talent measurement strategies designed to drive positive business outcomes.

Chris has done extensive work in the areas of strategy development and visioning, KPI identification and prioritization, survey/assessment design, dashboard and data visualization, employee engagement, as well as working on award winning corporate university applications

AGENDA

MTM SmartSheets: A Brief History

SmartSheet Refresh: Why, How, What?

SmartSheets in Action

Wrap Up / Q&A



Metrics that Matter (“MTM”) SmartSheets

A Brief History

MTM SmartSheets

Focused on measurement of KPIs to demonstrate effectiveness of learning

Drive Continuous Improvement

- Content Quality
- Content Relevance
- Instructor Performance
- Knowledge Gain
- Manager Support
- Organizational Support
- Support Tools/Resources
- Technology Effectiveness

- Business Outcomes Impacted
- Criticality of Training
- Examples of Application
- Job Application
- Net Promoter
- Perceived Value
- Performance Improvement
- Scrap Learning

Demonstrate Value

2000-2009: The Early Years

- Metrics that Matter and the initial set of SmartSheets were launched and validated in 2000
 - Post Event ILT Survey = 24 Questions
- Nick Bontis published the original Learning Impact Model based on the SmartSheets (2009)

2000 Fun Facts

- **Only 41.5%** of the US Population had internet access in their homes
- **How the Grinch Stole Christmas** was the biggest movie of the year
- Richard Hatch won the first ever season of **Survivor**
- **Peanuts** published its final original comic strip
- **Nokia 3390** was a “cool” cell phone



2010-2017: Evolution of a Survey

- SmartSheets underwent some modifications
 - Post Event ILT Survey = 25 Questions
 - Net Promoter Score was added
 - Minor question text updates
- Scrap Learning was introduced as a learning KPI
- MTM begun work on a new reporting suite and analytics tools, such as Data Explorer

2010 Fun Facts

- Cost of a 30 second Superbowl ad was **3.1 Million dollars**
- 3.2 billion people, or 46.4% of the global population watched the **2010 FIFA World Cup**
- **American Idol** was the biggest show on television
- This was the last year that Sony produced the **Cassette Walkman**



2018 – Current: The Innovation Period

2018 Fun Facts

- Smartsheets Reimagined
 - Post Event ILT Survey = 20 Questions
 - Redesigned survey flow
 - More friendly, learner-centric questions
 - Learning Impact Model v2.0 was published (2019)
 - MTM continues to expand analytics capabilities to include refreshed dashboards
- **Sears** went bankrupt and **Toys-R-Us** closed all it's stores
 - Meghan Markle married Prince Harry
 - The **Thai boys soccer team** was rescued after being trapped in underwater caves
 - **Google** turned 20 years old





SmartSheet Refresh

Why, How, What?

Why was the timing right?

- Customers had been providing feedback on our SmartSheets:
 - Survey is too long
 - Some questions are difficult to answer
 - Not a learner-friendly flow
 - Survey fatigue – everything has a survey now
- We preach continuous improvement to our customers, so we took the same approach to improve the value of our SmartSheets!



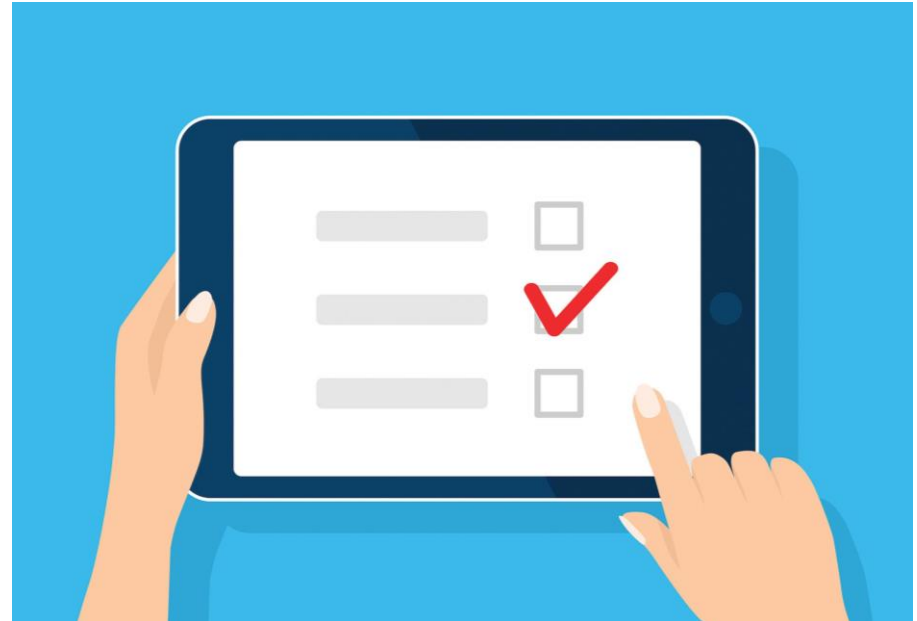


How did we do it?

- Assembled a team of three Consultants to lead the work. The team established the following design principles that we worked toward:
 - Simplify & standardize the language
 - Make the questions more learner-centric
 - Reduce redundancy and overlap among questions
 - Maintain existing benchmarks
 - Continue to inform key metrics (e.g. NPS, Scrap)
- Field tested the new SmartSheets with a small group of customers
 - Feedback was very positive
 - Some minor tweaks were made
- After sufficient data was collected, the new SmartSheets were validated and were shown to be even better than the originals

What was the result?

- **Shorter** surveys aligned to the most common delivery modalities
- Questions that are **easier** to read and understand
- **Reliable** and **valid** instrument
 - Significantly **more predictive**
- Improved **flow** and more **user-friendly**





Even More Predictive Questions

Predictive Learning Impact Model (2010)		Predictive Learning Impact Model (2019)		2019 - 2009
Main Path	Coefficient	Main Path	Coefficient	Coefficient % Change
Instructor Effectiveness → Courseware Quality	0.56	Instructor Quality → Courseware Quality	0.80	+ 43%
Courseware Quality → Worthwhile Investment	0.63	Courseware Quality → Worthwhile Investment	0.79	+ 25%
Worthwhile Investment → Individual Learning	0.48	Worthwhile Investment → Learning Effectiveness	0.66	+ 38%
Individual Learning → Perceived Future Job Impact	0.42	Learning Effectiveness → Expected Application	0.46	+ 10%
Perceived Future Job Impact → Job Impact in 60 Days	0.59	Expected Application → Actual Application	0.73	+ 24%
Job Impact in 60 Days → Business Results in 60 Days	0.56	Actual Application → Actual Performance Impact	0.61	+ 9%
Variance Explained	R ²	Variance Explained	R ²	R ² % Change
Job Impact in 60 Days	40%	Actual Application	55%	+ 38%
Business Results in 60 Days	59%	Actual Performance Impact	76%	+ 29%

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The Predictive Learning Impact Model with the Refreshed SmartSheet evaluation has **stronger coefficients** (better relationships among variables) and **higher R²** (better model fit overall) than the Model with the Original SmartSheets.



What does a SmartSheet look like?

Please provide feedback about your instructor - Sample Instructor

5. The instructor kept me engaged.

Strongly Disagree

1



2



3



4



5



6



Strongly Agree

7



N/A



6. The instructor helped me understand how to apply the material.

Strongly Disagree

1



2



3



4



5



6



Strongly Agree

7



N/A



Reflect on the content of this learning experience:

7. The content was relevant to my job.

Strongly Disagree

1



2



3



4



5



6



Strongly Agree

7



N/A



8. The content is critical to my job.

Strongly Disagree

1



2



3



4



5



6



Strongly Agree

7



N/A





What does a SmartSheet look like?

Consider impact to your job:

17. My job performance will improve as a result of this experience.

Strongly Disagree

1



2



3



4



5



6



Strongly Agree

7



N/A



18. Over time, my job performance in areas related to this content will improve _%.

0%

10%

20%

30%

40%

50%

60%

70%

80%

90%

100%

19. I would attribute _% of my expected improvement to this learning experience.

0%

10%

20%

30%

40%

50%

60%

70%

80%

90%

100%

20. I expect this learning experience will positively impact: (check all that apply)

Building Internal Business Relationships

Customer Satisfaction

My Engagement

Quality

Sales/Revenue

Compliance

Employee Retention

Operational Efficiency

Risk

Cost Management

Innovation

Productivity

Safety



SmartSheets in Action

How Customers Drive Effectiveness
Through SmartSheet Adoption

Measure Smarter, Not “One Size Fits All”



Simplify your data collection strategy – measure at the right level for your programs



Group the most meaningful performance indicators at a summary level, translated into the language of the business

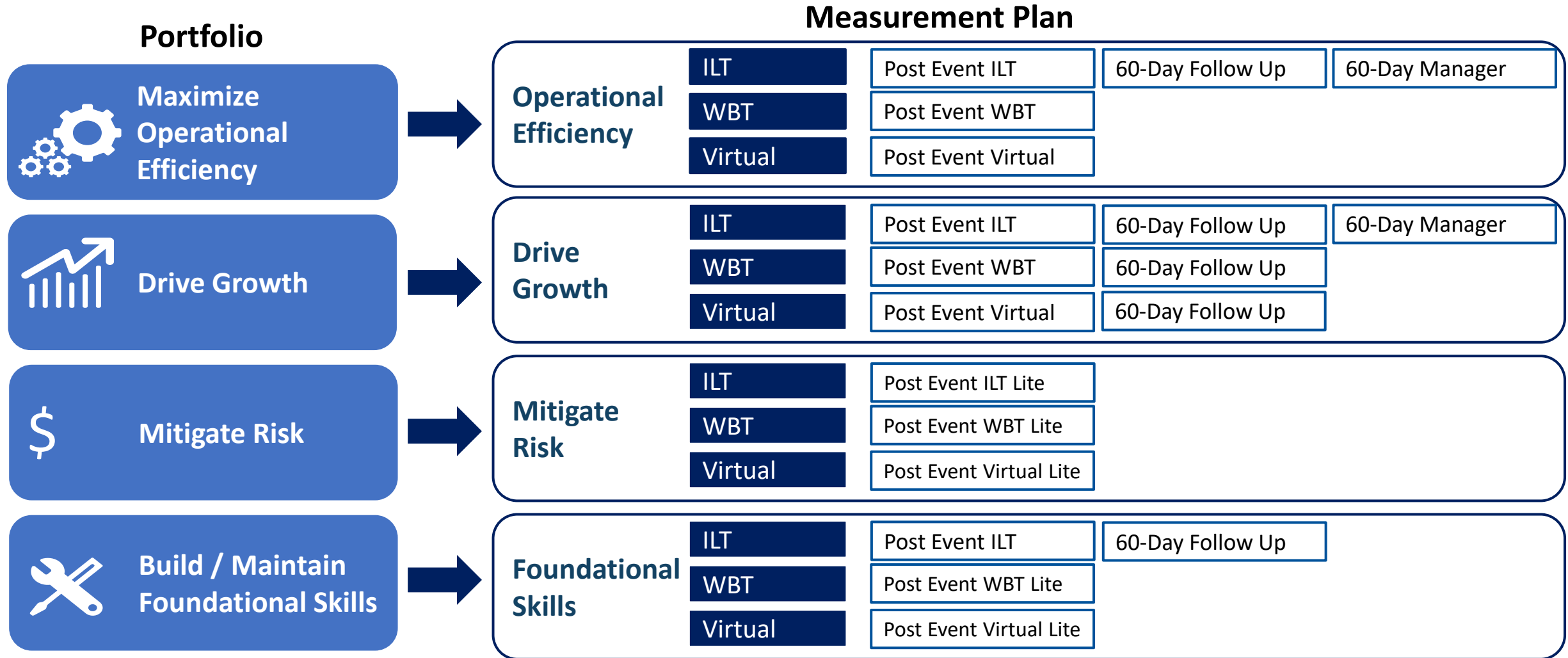


Look at “ROI” through a new lens, and communicate L&D’s contribution from a broader perspective

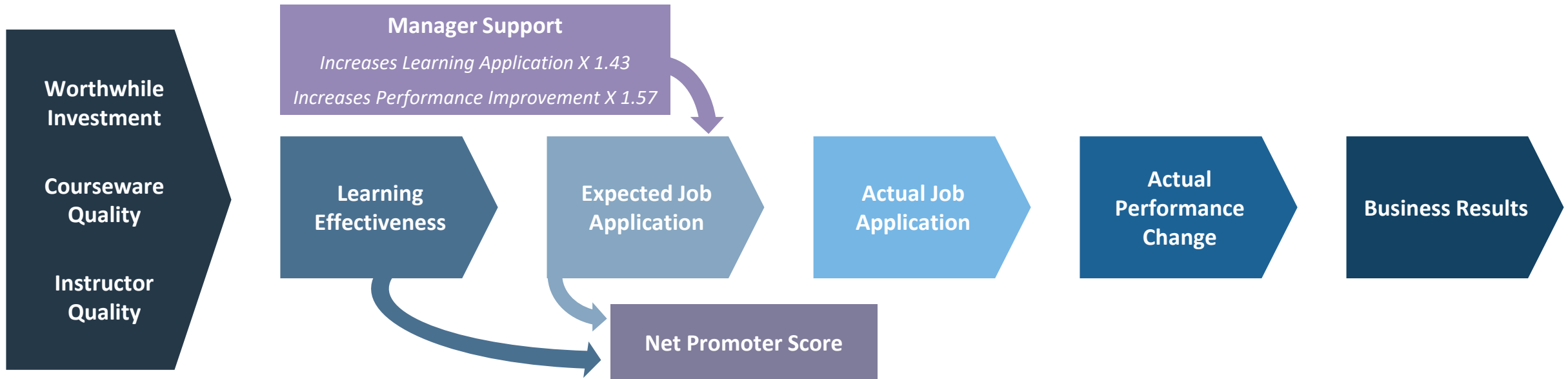


Square off with the business

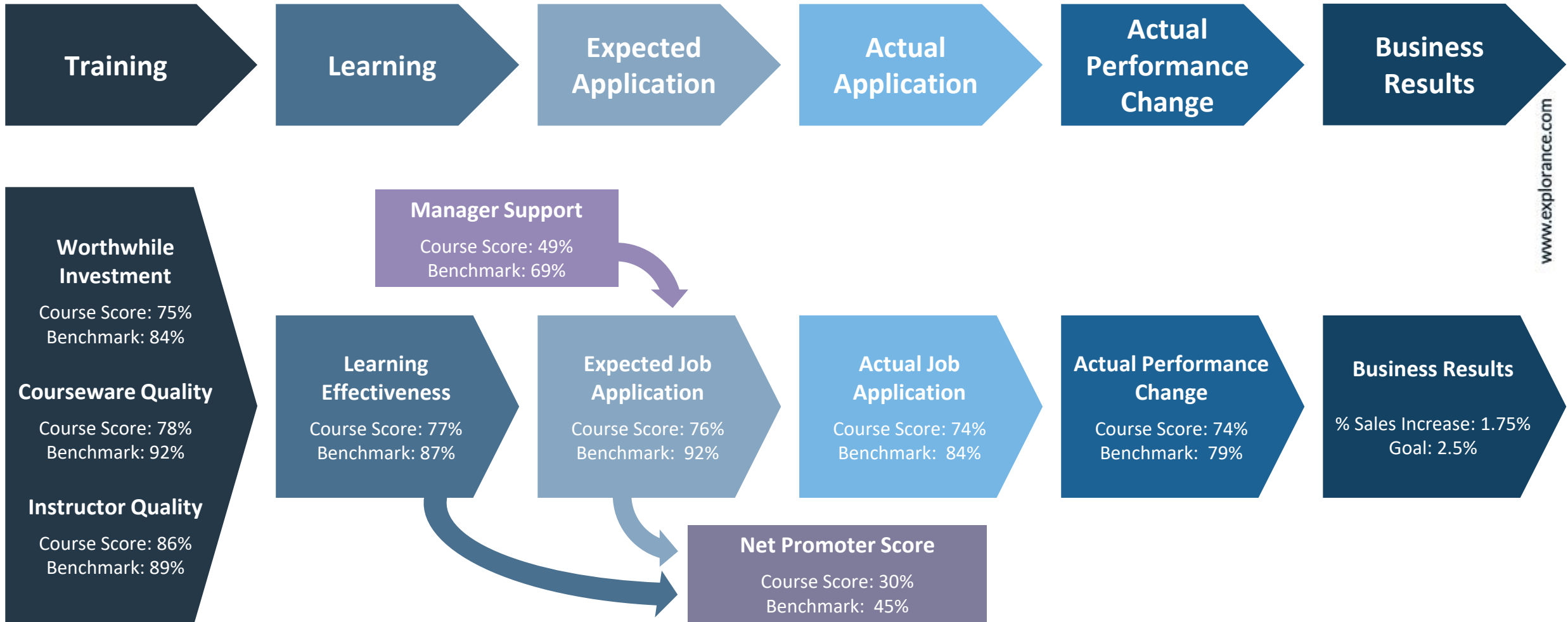
Enable Sustainable Measurement that Makes Sense



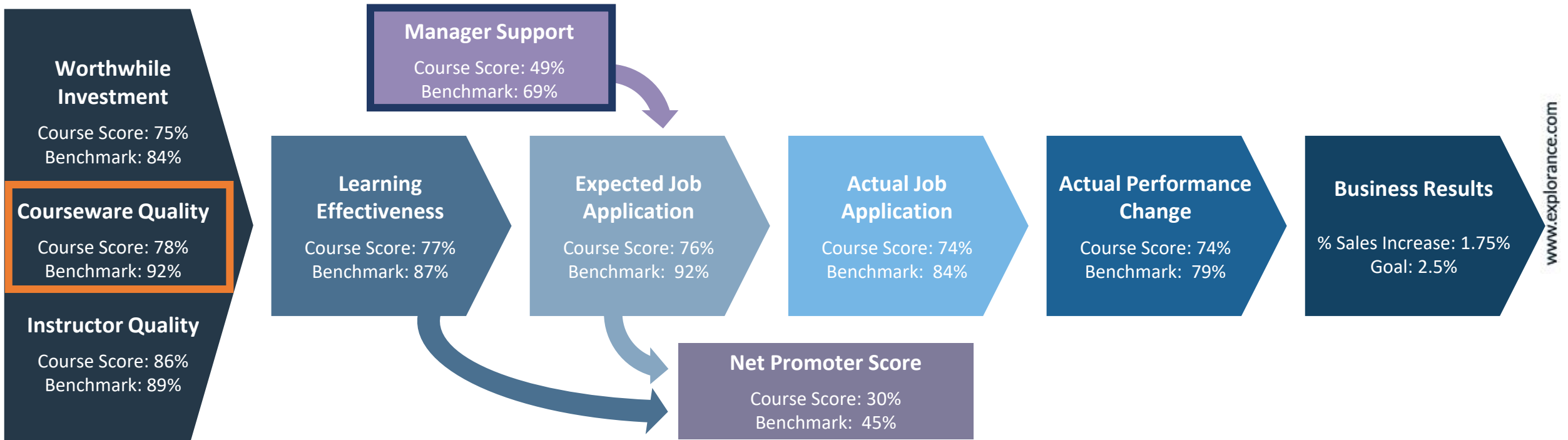
Predictive Learning Impact Model – v2.0



Sample Use Case: Sales New Manager Program



Sample Use Case: Sales New Manager Program




Learner comments suggest two key improvement areas with the content:

1. **Include more interaction** so participants can learn from each other
2. **Improve the relevance of the examples/case studies** to make them less generic and more role-specific

Manager engagement around learning is an initiative for 2020. We plan to address this with the Sales executive team and cascade expectations. We will also be adding this in as a topic for our Mid-Level/Territory Manager Program.

What the Most Effective Clients Do Well




Change Management

Ensure Broad Understanding of KPIs

Socialize Survey Content and Measurement Process

Create Feedback & Communication Channels




Capability Building

Analytics Capabilities for L&D Practitioners

Reporting/Visualization Capabilities for Analysts

Storytelling Capabilities for Leaders




Data Utilization

Establish Processes for Sharing & Analyzing Data

Create Dashboards/Scorecards to Monitor Metrics

Automate Reports – Make It Easy



Accountability & Action

Leaders Should Emphasize Importance

Establish Clear Expectations on Actioning Data

Incorporate Actioning Data into Role Descriptions



Want to learn more?

Existing customers can reach out to their Account Team.

Not a customer yet?

No problem – you can learn more too! Reach out to Chris LeBrun at clebrun@explorance.com.

Questions?

