



Client: NCR Corporation



### Key Learning Indicators

- Staff Productivity
- Content Efficiency
- Operational Excellence
- Readiness
- Leadership Outreach

Measuring the return on investment (ROI) for a learning initiative gives clear insight to your ability to produce a set of desired results that exceed in value the financial investment required to plan, develop, deliver, and measure the learning initiative. Positive ROI is a good indicator of learning effectiveness, and in fact, it is the "holy grail" that many learning organizations seek. But is it enough to simply measure ROI and the corresponding effectiveness measures (reaction, learned, application) leading up to the results? Many organizations, like NCR Corporation, say "no". In a recent presentation at the Skillsoft Perspectives User Group, Jim Bauman, Director of Operations for NCR University showed that NCR looks beyond ROI when it comes to measuring the success of their learning organization. While ROI is important, it is not the only factor that NCR measures and monitors. NCR established a series of key learning indicators that include Staff Productivity, Content Efficiency, Operational Excellence, Readiness, and Leadership Outreach. Each indicator aligns to a strategic goal and is comprised of one or more outcome oriented initiatives or objectives. Each objective is established with targets in mind and is measured through the collection of a defined key measure such as "completion rate", a measure of readiness, or "enrollment rate", a measure of operational efficiency. NCR monitors progress at the objective level and rolls that progress up into an overall indicator progress score. By expanding their measurement beyond ROI and across multiple areas, NCR has a broader, in-process view into how their efforts are meeting the needs of their internal clients.

ROI and the effectiveness measures that precede it are post-delivery measures (e.g. lagging indicators). You only know after the fact whether you hit the mark or not. Yes, you can make improvements the next time you deliver the learning. But you may not get a second chance. NCR shows us that measuring "progress to date" in conjunction with learning effectiveness gives us the opportunity to respond to automated alerts and apply corrections at the time when a gauge of performance slips below planned levels or shows a trending forecast for less than the set of objectives allow.