



Building Measurement Into Your Training-Development Plan

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Steps	Rationale	Self-Rating	Notes and Answers
Recommended Chronology	Why Important?	Circle If Done	Write Short Notes or Answers
1. Learning and/or business leaders identify training opportunity.	L&D can add real value. We should be proactive; not just reactive.	Done Done Well	
2. Underlying business needs are clearly articulated.	Training is a business investment; it must serve business needs.	Done Done Well	
3. What will participants do differently and better?	Focuses both design and measurement on performance.	Done Done Well	
4. Is training the right solution?	Not all performance issues can be solved by training.	Done Done Well	
5. Besides training, what else is required to produce the desired behavior?	Training is rarely the whole solution; clarify responsibilities of non-training stakeholders.	Done Done Well	
6. What are the relevant metrics? Match to business and learning imperatives.	Be specific to guide both learning and measurement design.	Done Done Well	
7. Get sign-off from all stakeholders on behavior change goals, resourcing, responsibilities, <i>metrics</i> .	Getting alignment <i>in advance</i> is critical to ensuring support and delivering what is needed.	Done Done Well	
8. Design and develop the training and follow-through.	The training design must be informed by the measures of success.	Done Done Well	
9. Make measurement part of design and development.	Measurement must be built in, not bolted on. Make metrics concrete early to enable fixes.	Done Done Well	
10. Pilot-test training prototype, and improve it.	Pilot-testing is beneficial; the first design is rarely perfect.	Done Done Well	
11. Pilot-test measurement instruments and improve them.	Pilot-testing is beneficial in measurement too; practice continuous improvement.	Done Done Well	
12. Deploy training; support on-the-job-application.	To get results requires great learning <i>and</i> learning transfer.	Done Done Well	
13. Deploy measurement. Collect data.	This is a weak link in most organizations.	Done Done Well	
14. Analyze data. Report results. Take action.	Use metrics to take informed action. Share the truth, good & bad. Sell learning's excellence.	Done Done Well	
15. Make improvements. Plan future improvements.	Good measurement provides data to prove <i>and to improve</i> .	Done Done Well	

Use this job aid to understand, benchmark, and improve your current practices. Consider posting this at your desk.