

Guide for Measuring Learning Effectiveness

Use this guide to inform the selection of measurement and evaluation methods for learning and development solutions.

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Glossary of key terms

Learning assessment	The ongoing process of assessing employees' behavior and performance to gauge the effectiveness of a learning solution.
Learning culture	The environment and practices at an organization that encourage continuous learning, contributing to individual and organizational growth.
Learning effectiveness	The extent to which learning solutions influence the behavior and performance of employees to achieve learning and organizational objectives.
Learning impact	The effect of learning on the organization's success, such as an increase in sales or decrease in customer complaints.
Learning measurement	The process of assessing the effectiveness of learning and its impact to the organization's success using various models, methodologies, and frameworks.
Learning measurement approach	The plan designed by learning and development teams to measure the effectiveness of learning in attaining its established goals and objectives.
Learning objectives	The specific and measurable goals that articulate what learners are expected to do after completing a learning solution.
Learning solution	The learning and development initiatives and programs provided by organizations to develop and enhance employees' knowledge, skills, and abilities.
Reliability	The extent to which a method yields consistent and accurate outcomes over time.
Return on Investment (ROI)	The evaluation of the return on investment from a learning solution in proportion to its expense. It involves calculating the financial benefit against the expenses incurred in the development and implementation of a learning solution.
Validity	The extent to which a method accurately measures what it is designed to measure.

How to use this guide

This guide includes...

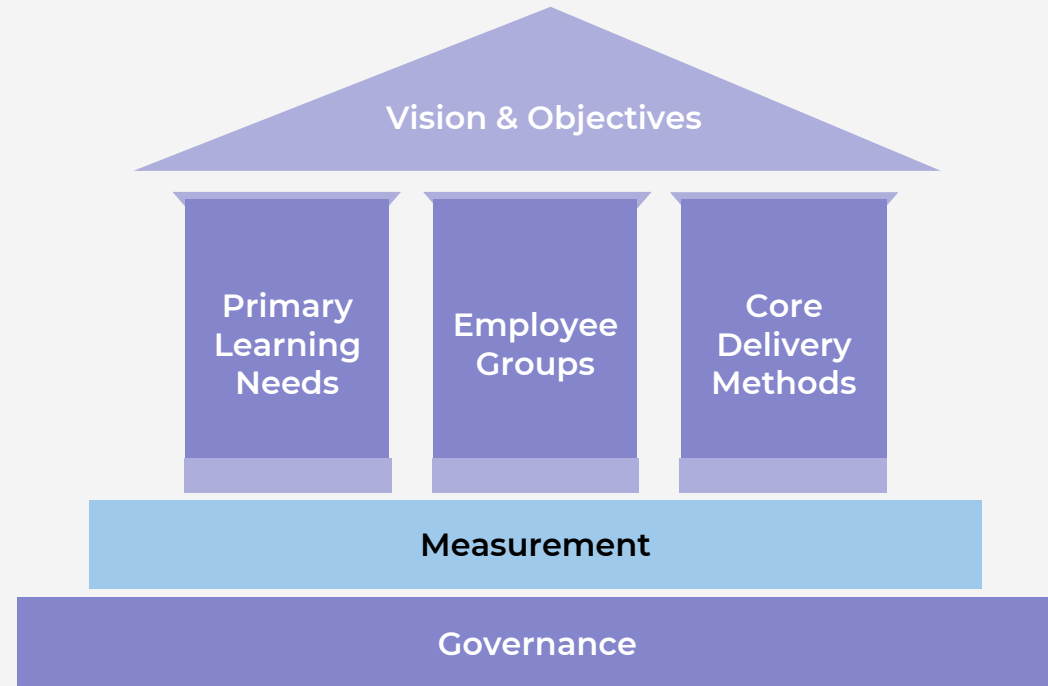
- Best practices for measuring learning effectiveness.
- An overview of common learning measurement models, metrics, and learning assessments with use cases and examples.

Use this guide to...

- Design the most appropriate approach to measuring learning effectiveness.
- Choose appropriate method(s) for measuring learning effectiveness based on the organizational and learning objectives.

This guide may be used on its own or alongside the [Create a Learning and Development Strategy](#) blueprint to support the development of the organization's learning and development strategy.

Learning measurement is a crucial part of the organization's learning and development framework:



This guide does not cover step-by-step guidance on implementing a learning measurement approach or a recommendation for a particular learning measurement approach.

Organizations struggle to recognize the value of measuring learning effectiveness

Organizations often don't prioritize learning measurement and its connection to the organizational strategy...

- As L&D is frequently treated as a "cost center" rather than a "profit generator," resources are not always appropriately allocated toward measuring learning effectiveness.
- Some L&D professionals face challenges in effectively communicating the value of learning solutions to the organization, hindering the awareness of the vital role L&D plays in organizational success.

Measuring learning effectiveness is a challenge faced by many L&D teams...

- Many methods for measuring learning effectiveness are subjective, often failing to establish a connection between investment in employee development and the organization's bottom-line.
- The lack of clarity around appropriate learning models, metrics, and learning assessments makes it difficult for organizations to measure the effectiveness of learning solutions.
- L&D speak doesn't always translate well to its internal clients, leading to a gap in understanding of the importance and impact of learning on the organization.

73% of L&D professionals agreed that it's important to set aside a budget for learning measurement.

However, **45%** disagreed when asked if their organizations set aside an appropriate budget for learning.

(Watershed, 2023)

“The main challenge in measuring learning effectiveness is that L&D professionals often lack the training to communicate its value to executives. Effective measurement methods exist, but without clear communication, executives won't fully embrace them.” -- Tamar Elkeles, Ph.D., Senior Advisor, East Wind Advisors

L&D must demonstrate the impact of learning to the organization

Top performing organizations are more likely to measure and share the business impact* of learning solutions:

Top performing organizations	Low performing organizations	
62%	1%	Measure business metrics when evaluating the effectiveness of learning.
69%	6%	Communicate performance outcomes to senior and line managers.
66%	7%	Share how learning benefits the organization.

(Learning Technologies, 2022)



Top performing organizations are known to **connect learning to the organizational strategy and goals** by measuring business metrics in the learning measurement process, communicating performance impacts to the team, and/or sharing how learning benefits the business.

Measuring learning effectiveness and business impact enables L&D teams to:

- **Identify gaps** enabling targeted enhancements that ensure learning solutions are optimized for maximum results.
- **Connect initiatives with results**, allowing L&D teams to demonstrate the direct linkages between learning solutions and tangible results.
- **Determine ROI** which in turn offers beneficial information about the business impact of learning solutions, guiding future investments.
- **Show the value of L&D** by providing concrete data that enables L&D teams to show the tangible value of L&D solutions, increasing buy-in and support from senior leadership.



***Note:** The terms “business” and “business impact” are used throughout this guide to describe operational and financial aspects of learning and measuring learning effectiveness (e.g. increased sales). However, this is not to negate the overall organizational impacts of learning.

The current approach to measuring learning effectiveness just isn't working

Think beyond the learner:

If the organization views measuring learning effectiveness simply as a means to measure the impact of a learning solution on learners' behavior, then it's time to **broaden the current approach**.

- Measuring learning effectiveness helps **evaluate the business impact of the learning** (e.g. measuring the increase in sales as a result of the learning solution).
- Learning measurement **supports the organization's objectives and overall strategy**.

Design the learning measurement approach strategically:

1. Establish the purpose:

- Define the purpose of measuring the effectiveness of the learning solution from the onset, prior to implementing the learning solution.
- Identify how the learning measurement approach relates to the learning and organizational objectives, as well as expected business outcomes (for example, increased sales, increased customer acquisition, etc.).

2. Identify the key players:

- Choose the key players at the organization that need to be involved in the learning measurement process.

3. Integrate the perspectives of key players in the approach:

- Understand the aspects of the learning measurement process relative to their **areas of focus** and involvement. The Chief Learning Officer (CLO) may assess the efficiency of the learning and the use of resources, while managers would focus on developing employees.
- Connect with relevant individuals or teams and base the learning measurement approach on their needs and areas of involvement.



See [Appendix I for the Measuring Learning Effectiveness Through Various Lenses Infographic](#) for more information on the key players' focus areas.

McLean & Company Insight

Learning measurement needs to be viewed holistically – from the perspective of the impact on learners as well as the impact of the learning solution on the organization.

Optimize the learning measurement process

Don't measure more than what's needed:

Maintain focus and efficiency when measuring learning effectiveness:

- **Identify the problem that the learning solution is meant to solve.** Conduct a needs analysis to inform both the learning objectives and the learning measurement approach.
- **Establish clear and specific objectives for learning measurement.** Keep in mind the objectives of measuring learning effectiveness to maintain focus on achieving the purpose.
- **Measure what is actionable.** Only measure aspects of the learning solution that may be modified or changed to address any gaps.

Tailor the approach based on the learning solution:

The format of the learning solution helps determine the method(s) that will be used in the learning measurement approach.

- E.g. the measurement of an e-learning may include a post-learning knowledge quiz.
- E.g. measuring continuous learning development may include an observational approach by managers.



Verify accessibility. For example, knowledge tests may be made accessible by offering the test in multiple languages to ensure comprehension.

Ensure the team has the skills needed:

Learning measurement requires certain skills to ensure the process is smooth, efficient, and valuable to the learning solution and the organization.

Some important skills include:

- **Data literacy:** Choosing the right data, analyzing data, and communicating insights with key players.
- **Technology:** The ability to leverage software and technology to analyze data (e.g. LMS and HRIS*).



Incorporating AI in the learning measurement process helps increase the L&D team's efficiency while also expanding their skillsets.

If the team is missing these skills, get support from the right people

- **Loop in subject matter experts** such as data analysts, the operations team, IT, and any other individuals whose expertise is needed.
- **Gain senior leadership buy-in** to get internal and/or external support for the team. Having the appropriate resourcing is a crucial aspect of this sometimes time-consuming process.



It's easier to gain leadership support if the organization has a **learning culture**. Work with senior leaders toward embedding learning in the core of the organizational strategy.

*Learning Management System, Human Resources Information System

Select the right method(s) for measuring learning effectiveness

Review and choose the most appropriate method(s) as part of the learning measurement approach that works best for the organization.

Learning measurement methods:

Learning measurement models

This method assesses the effectiveness and outcomes of learning solutions to both the organization and its employees. Organizations often choose models that align best with their learning and organizational objectives. Some examples include the Kirkpatrick 4-Level Model, Phillips ROI Methodology, and the Brinkerhoff Success Case Method.

Metrics

Metrics support the value of the learning solution itself and demonstrate its impact on the business objectives. For example, metrics such as sales and employee turnover help to demonstrate the impact of learning on employees and the organization's success.

Learning assessments

Assessments measure the effectiveness of learning in terms of its impact on the learners. Performance evaluations or on-the-job observation provide a way for leaders to assess the achievement of the learning objectives, which often includes a change in employee behavior.

Choose appropriate method(s) based on...

- the purpose of measuring learning effectiveness
- the learning and organizational objectives
- the needs of key players
- the feasibility of using these methods (e.g. the time, budget and personnel resourcing they require)

Note: The overall approach to measuring learning effectiveness may involve one or more methods used in combination or independently.

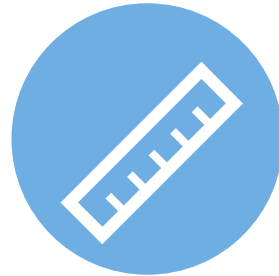
Review the methods in each section to inform the design of the learning measurement approach

Click on the links to be redirected to each section in the guide.



Learning measurement models

- [The Kirkpatrick Model](#)
- [Phillips ROI Model](#)
- [Kaufman's Model of Learning Evaluation](#)
- [Brinkerhoff's Success Case Method \(SCM\)](#)
- [Anderson's Model of Learning Evaluation](#)
- [Learning-Transfer Evaluation Model \(LTEM\)](#)



Metrics

- Change in job performance
- Change in productivity
- Customer retention
- Growth in sales
- Return on investment (ROI)
- Employee turnover rate



Learning assessments

- Knowledge test
- Observation
- Performance evaluation
- Self-assessment
- 360-feedback assessment



Note: The list of models, metrics, and learning assessments in this section are some of the most commonly referenced methods for evaluating the effectiveness of learning. This is not an exhaustive list, and there are many other learning measurement methods used by organizations that are not included here. The suitability of these methods depends on the organization's needs and objectives.



The Kirkpatrick Model

Overview

A widely used learning evaluation model that provides a holistic view of learning effectiveness and is often seen as the basis for many other models. It consists of four levels of evaluation:

Level 1: Reaction – evaluates the participants' response to the learning solution

Level 2: Learning – determines what participants learned

Level 3: Behavior – assesses the practical application of learning on the job

Level 4: Results – measures the degree to which targeted results are achieved as a result of the training

(Kirkpatrick Partners)

Use cases:

- Ideal for organizations with limited resources that are looking for a simple yet comprehensive learning measurement approach.
- Beneficial for organizations aiming to have a consistent approach to assessing and enhancing their learning solution, progressing from participant reaction to the impact on organizational performance.
- Suitable for organizations looking for a baseline model to use and customize based on their unique needs.

Example scenario:

An organization implemented a program to train employees to use a new software to help their clients. They used the Kirkpatrick model to evaluate its effectiveness.

- **Level 1:** Learners' views on training relevance, satisfaction, and engagement were gathered, guiding instructional improvement for trainers and facilitators.
- **Level 2:** Learners' post-training knowledge was determined to inform the L&D team of the knowledge gained from training.
- **Level 3:** Learners' use of the new software on the job was assessed to inform L&D team and managers if the training influenced behavior and performance.
- **Level 4:** Customer satisfaction ratings were assessed post-training to determine and demonstrate the training's impact to executives.

Phillips ROI Model

Overview

A learning evaluation model that ties the costs of learning solutions with the actual results. It consists of five levels:

Level 1: Reaction – evaluates the participants' response to the learning solution

Level 2: Learning – determines what participants learned

Level 3: Application and Implementation – assesses the practical application of learning

Level 4: Impact – measures the results against the learning objectives (the Return on Expectations [ROE])

Level 5: Return on Investment (ROI) – Cost-benefit analysis to determine the value of the learning solution for the organization

(ROI Institute Canada)

Use cases:

- Ideal for organizations that want to put great emphasis on linking learning outcomes to monetary gains and/or cost savings.
- Beneficial for organizations using data to inform decisions and demonstrate the impact of learning on the organization's bottom line.
- Suitable for organizations aiming to align learning solutions with broader organizational objectives to directly tie learning effectiveness to organizational success.

Example scenario:

An organization implemented a customer service training program to enhance customer experience. They used the Phillips ROI model to evaluate its effectiveness and determine the monetary gains:

- **Level 1:** Learners' views on training relevance, satisfaction, and engagement were gathered, guiding instructional improvement for trainers and facilitators.
- **Level 2:** Learners' pre- and post-training knowledge was assessed to measure the extent to which they acquired the training's intended knowledge and inform the L&D team.
- **Level 3:** Learners' application of the acquired customer service skills was measured through on-the-job observation post-training to inform the L&D team and managers of the training's influence on learners' behavior and performance.
- **Level 4:** Customer satisfaction and growth in sales revenue were measured post-training to determine and demonstrate its impact to executives.
- **Level 5:** Training cost was compared to sales revenue, demonstrating its impact to executives, guiding financial analysis and future investments.



Kaufman's Model of Learning Evaluation

Overview

A learning evaluation model that evaluates the impact of learning on different groups. It consists of five levels of evaluation:

- **Level 1a: Input** – evaluates the quality and availability of necessary resources to support learning
- **Level 1b: Process** – assesses the quality and efficiency of the methods used to deliver learning

Micro-level: Learner-focus level

- **Level 2 Acquisition** – evaluates learners' application of the acquired knowledge from the learning solution
- **Level 3: Application** – assesses the practical application of learning in the workplace

Macro-level: Organization-focus level

- **Level 4: Organizational payoffs** – measures the impact of learning on business outcomes

Mega-level: Society-focus level

- **Level 5: Societal outcomes** – measures the extent to which learning impacted their customers and/or the larger society

(Human Resource Development Quarterly)

Use cases:

- Ideal for organizations that are highly committed and have substantial resources to comprehensively conduct a learning evaluation.
- Most suitable for organizations with a strong focus on societal impact, such as non-profits and government agencies.
- Useful for organizations aiming to measure a learning solution's contribution to the good of society and customer satisfaction.

Example scenario:

An organization implemented a training program on managing customer expectations. They used Kaufman's model to evaluate the impact of training on the customer experience.

- **Level 1:** Learners' perception on the availability of resources (input) and quality of training (process) was used to guide instructional improvement for trainers and facilitators.
- **Level 2:** Learners' post-training knowledge was determined to inform the L&D team of the extent of knowledge and skills gained from training.
- **Level 3:** Learners' application of the acquired knowledge and skills was measured through on-the-job observation post-training to inform the L&D team and managers of the training's influence on learners' behavior and performance.
- **Level 4:** A cost-benefit analysis was conducted to determine the impact of training to the organization's effectiveness.
- **Level 5:** Customers' level of satisfaction with the service received post-training was surveyed.



Brinkerhoff's Success Case Method (SCM)

Overview

A learning evaluation method that identifies and examines the most successful and least successful cases of a learning solution. It consists of five steps:

Step 1: Identifying a case study to evaluate

Step 2: Creating an "Impact Model" to define what success should look like

Step 3: Developing a survey to identify potential success cases*

Step 4: Conducting interviews and documenting success cases

Step 5: Drawing insights and sharing them with key players

(Brinkerhoff Evaluation Institute)

Use cases:

- Ideal for organizations aiming to evaluate the effectiveness of a learning solution in terms of how well it is working and any gaps it has, rather than evaluating its impact on the learner's behavior and the organization.
- Suitable for organizations that are aiming to identify contextual factors (leadership support, team dynamics, availability of resources, etc.) that are contributing to the success and/or failure of a learning solution.

Example scenario:

An organization implemented a large-scale onboarding training program for new hires. They used SCM to identify the factors that contributed to the success of the program.

- **Step 1:** The onboarding training program was identified as the case to be evaluated.
- **Step 2:** The success criteria for the program was clearly defined.
- **Step 3:** The possible successful cases were identified through a survey and based on their performance post-training.
- **Step 4:** The identified success cases were interviewed to gather in-depth information on their learning experience (knowledge application, challenges faced and the contextual factors that hindered and contributed to their success)
- **Step 5:** Insights from the interview were gathered, analyzed, and disseminated to relevant key players to inform them of the contextual factors that impacted the success of the case.

**Success cases refer to successful participants in a learning solution that achieved positive and favorable results.*



Anderson's Model of Learning Evaluation

Overview

A learning evaluation model that evaluates the alignment of the learning solution objectives with the organization's strategic goals. It consists of three stages:

Stage 1: Determining the current alignment against strategic priorities

Stage 2: Using a range of methods to assess and evaluate the contribution of learning

Stage 3: Establishing the most relevant approaches for the organization

(Chartered Institute of Personnel and Development)

Use cases:

- Ideal for organizations aiming to continuously enhance their learning strategy to meet the organization's needs.
- Beneficial for organizations struggling to evaluate the effectiveness and demonstrate the value of learning solutions to the whole organization and not just in a specific department or function.
- Suitable for organizations with a learning strategy that targets the development of the organization as a whole.

Example scenario:

An automotive company implemented a sales training program focused on increasing sales and improving customer satisfaction. They used the Anderson's Model to evaluate the alignment of the training to the organization's strategic goals.

- **Stage 1:** The training program was reviewed to determine if it supported the strategic priorities of the organization regarding increasing sales and improving customer satisfaction.
- **Stage 2:** The impact of training on the strategic results was measured, and it was determined that the sales training increased sales but did not improve customer satisfaction due to delivery delays, as the production team did not receive training and therefore wasn't able to increase production.
- **Stage 3:** An approach to fill the gap between the learning solution and the organization's strategic goal to increase sales was established based on the results found in Stage 2.



Learning-Transfer Evaluation Model (LTEM)

Overview

This learning evaluation model evaluates the transfer of knowledge and skills acquired from a learning solution to the job. It consists of eight stages:

- Stage 1: Participation** – measures the learners' average learning time and the learning solutions completion rate
- Stage 2: Engagement** – assesses the learners' attentiveness and commitment in learning
- Stage 3: Evaluation** – examines the learners' perception of the learning solutions
- Stage 4: Knowledge Acquisition** – evaluates the extent the learner retained the knowledge acquired from the learning solution
- Stage 5: Decision-making competence** – evaluates the learner's ability to apply acquired decision-making skills
- Stage 6: Task competence** – evaluates the learner's ability to independently solve realistic tasks
- Stage 7: Transfer** – assesses the learner's capacity to integrate newly acquired skills into their regular work routine
- Stage 8: Transfer effect** – examines the impact of learning on the learner's behavior

(Work-Learning Research)

Use cases:

- Ideal for organizations that prioritize and put a strong focus on ensuring an effective transfer of knowledge and skills from learning solutions to the actual job.
- Suitable for organizations implementing complex and/or large-scale learning solutions requiring an in-depth analysis.

Example scenario:

An organization is implementing a large-scale manager training program. They used LTEM to ensure an effective transfer of knowledge to learners.

- Stage 1:** Completion rate was calculated.
- Stage 2:** Average time spent answering each question was measured.
- Stage 3:** Satisfaction level was gathered through a survey to guide instructional improvement for trainers and facilitators.
- Stage 4:** Learners' knowledge of the content was assessed through a multiple-choice quiz to inform the L&D team of the knowledge gained from training.
- Stage 5:** Learners' ability to use the acquired knowledge in decision-making was evaluated through a quiz.
- Stage 6:** An individual project was assigned to learners to test their competence in solving actual on-the-job challenges.
- Stage 7:** Incorporation of the knowledge and skills gained from the training into the actual job were assessed through on-the-job observation to inform L&D team and managers if the training influenced learners' behavior and performance.
- Stage 8:** Perceptions of the training's impact on each learner's behavior and performance were assessed through a self-assessment.



Metrics

Use metrics aligned with the learning and organizational goals to measure and demonstrate the impact and value of learning on the organization. Below are examples of metrics to use when measuring learning effectiveness.

Metric	Potential use	Measurement	Example
Change in job performance	Evaluate whether learners are applying the knowledge and skills they acquired on the job post-learning.	Quantitative: $((Y2 \text{ performance appraisal score} - Y1 \text{ performance appraisal score}) / Y1 \text{ performance appraisal score}) * 100$ Qualitative: <ul style="list-style-type: none">• Performance reviews• Behavioral observations• 360 feedback	Learning goal: Improve communication skills Measurement: Measure the confidence, clarity, and listening skills of learners pre- and post-training through observation and ratings.
Change in productivity	Determine the impact of learning solutions on the organization's overall productivity.	Quantitative: $((Y2 \text{ productivity levels} - Y1 \text{ productivity levels}) / Y1 \text{ productivity level}) * 100$	Learning goal: Increase productivity Measurement: Measure the amount of product produced per employee pre-training compared to their productivity post-training.
Customer retention	Measure how the learners' newly acquired knowledge and skills have improved customer retention.	Quantitative: $((Y2 \text{ number of customers} - Y1 \text{ number of customers}) / Y1 \text{ number of customers})$ Qualitative: <ul style="list-style-type: none">• Customer feedback survey	Learning goal: Improve customer service skills Measurement: Measure the annual customer retention rate through a number of loyalty members year-by-year and compare the difference between the pre- and post-training years.

*Y1 and Y2 refers to year 1 and 2. Modify the formula based on your organization's preferred timeline for measurement (e.g., monthly, quarterly).



Metrics

i Metrics can indicate how a learning solution impacts organizational effectiveness; however, isolating it as a single variable is complex and may overlook crucial data for assessing effectiveness.

Metric	Potential use	Measurement	Example
Growth in sales	Calculate the rise in sales after a learning solution has been implemented.	Quantitative: $\frac{(Y2 \text{ sales} - Y1 \text{ sales})}{Y1 \text{ sales}}$	Learning goal: Enhance cross-selling and upselling skills Measurement: Calculate the increase in sales of learners in year one pre-training compared to the sales in year two post-training.
Return on investment (ROI)	Determine the monetary gains of learning in relation to program costs.	Quantitative: $\frac{((\text{learning and development benefits}^* - \text{program cost}) / \text{program cost})}{\text{program cost}}$ <i>*Retention, productivity increase, profitability</i>	Learning goal: Develop employees' software skill Measurement: Subtract the training implementation cost from the sales that were achieved post-training and divide the result by the training cost.
Employee turnover rate	Link the effectiveness of the learning solution to the retention of employees.	Quantitative: $\frac{(\text{Number of employees who received L\&D and afterward left the organization} / \text{Total number of employees who received Learning \& Development}) * 100}{\text{Total number of employees who received Learning \& Development}}$	Learning goal: Enhance employee onboarding program Measurement: Calculate the difference in turnover rates before and after the implementation of the enhanced program.



See McLean & Company's [HR Metrics Library](#) for a list of additional metrics that may be used to measure learning effectiveness.



Learning assessments

Use assessments to measure the effectiveness and impact of learning on the learner's behavior and performance. Below are examples of assessments to use when measuring learning effectiveness.

Learning assessment	Description	Example
Knowledge test	Measuring employees' knowledge and skills in specific job-related areas before and after a learning solution.	A retail associate is given a multiple-choice quiz before and after their training to test their product knowledge.
Observation	Monitoring employees' performance and behavior after a learning solution to determine the extent to which they were able to grasp learning and apply it on the job.	A car dealer's ability to sell is monitored by their manager to determine the extent to which they are applying the acquired skills from their sales training.
Performance evaluation	Evaluating employees' performance and contribution to the organization.	A time management course for accountants was implemented in the past fiscal year. Their consistency in meeting deadlines and the quality of their work were evaluated to determine their application of the acquired skills.
Self-assessment	Reflecting on employees' learning progress and perspective of the learning solution.	Medical administrative employees filled out a self-assessment survey to reflect on their learning progress and the quality of the decision-making training module they recently completed.
360 feedback assessment	Gathering multiple raters' observations and perceptions of an employee's knowledge, skills, and abilities.	Six months after implementing, an employee development program targeted at each employee's development areas; their managers and peers assessed their progress.



Assessments can reproduce biases. While a valid and reliable assessment inherently minimizes the impact of bias, mitigate the risk of bias by learning more about it. See the [Biases and Heuristics Catalog](#) for more information.



See McLean and Company's *Knowledge Check Guide* for guidance on how to choose assessments based on learning goal.

Appendix I: Measuring learning effectiveness through various lenses

Understanding the key players' focus areas helps to identify their priorities and involvement in the learning measurement process. This helps teams provide the information that would be most valuable to each key player and gain their support and buy-in.

Note that key players may vary from organization to organization.



Chief learning officers (CLOs) evaluate efficiency and effective use of resources as well as the learning solution's relation to the organization's objectives. Communicating the business impact of the learning solution helps gain the CLO's buy-in and support.



HR leaders look to bridge the gap between HR and senior leaders as well as gain support for HR initiatives. Working through the budgeting considerations with HR leaders helps gain senior leadership buy-in to support the allocation of resources for learning measurement.



Trainers and instructional designers look at the quality of the learning solution and its impact on the learner. It's important to inform them of the learning objectives and intended business impact to ensure alignment as they design the learning solution. They can be outsourced or members of the L&D team.



Learning and Development (L&D) ensures the learning objectives are met and the learning solution addresses the right issue. Collaborating with the team to identify how the objectives should be measured helps develop an appropriate learning measurement approach.



Managers ensure a positive employee learning experience. Involving them in the learning measurement process helps to assess the learner impact and reinforce acquired knowledge and/or behavior after completing the training.



Employees look to apply the learning solution toward their professional development and day-to-day tasks. Gaining their feedback on the effectiveness of the learning solution is crucial to improving it and assessing how it supports their professional goals.

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The logo for McLean & Company is centered on the page. It features the text "McLEAN & COMPANY" in a serif font. The word "McLEAN" is in a dark purple color, the ampersand "&" is in a light green color, and the word "COMPANY" is in a dark purple color. The background of the entire page is a light blue and purple gradient with a network of thin lines and dots, suggesting a digital or data-driven environment.

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