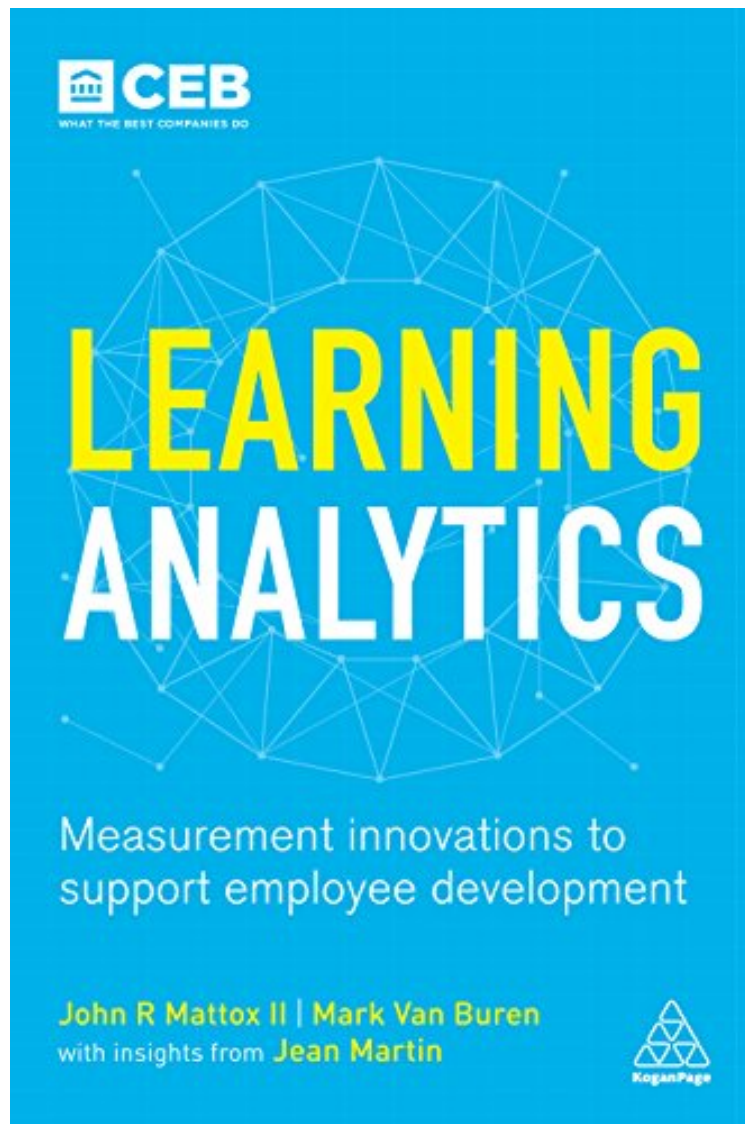


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Learning Analytics: Measurement Innovations to Support Employee Development

John Mattox, Jean Martin, Mark Van Buren
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DarrenIngram_dot_com It is one thing to introduce training and development programmes for employees, yet far too many companies don't really measure and analyse the benefits that they may bring or identify the problems that could exist. This somewhat specialist book takes a look at measuring and analysing in-company learning, helping to shine a light on a possibly large cost-centre and create a framework that can be used within a company. If correctly deployed, it has the potential to make every training dollar be better used and this should have a measurable impact on employees and corporate performance too. Forming part of the broader trend towards the use of HR analytics, companies are looking for greater use of data-based business decisions, although there is still a lot of work to be done in this area as most companies are still not making the most of the potential in their hands. This is not the lightest of reads due to the subject matter, yet the authors have done a good job in making it an accessible and engaging book and there is a mass of references to let you dig even deeper to a specific point should you so desire. For those who should have a need for this information, this book could be essential reading. The harder part might be getting some people to understand that they need it!

Faced with organizations that are more dispersed, a workforce that is more diverse and the pressure to reduce costs, CEOs and CFOs are increasingly asking what the return on investment is from training and development programmes. Learning Analytics provides a framework for understanding how to work with learning analytics at an advanced level. It focuses on the questions that training evaluation is intended to answer: is training effective and how can it be improved? It discusses the field of learning analytics, outlining how and why analytics can be useful, and takes the reader through examples of approaches to answering these questions and looks at the valuable role that technology has to play. Even where technological solutions are employed, the HR or learning and development practitioner needs to understand what questions they should be asking of their data to ensure alignment between training and business needs. Learning Analytics enables both senior LD and HR professionals as well as CEOs and CFOs to see the transformational power that effective analytics has for building a learning organization, and the impacts that this has on performance, talent management, and competitive advantage. It helps learning and development professionals to make the business case for their activities, demonstrating what is truly adding value and where budgets should be spent, and to deliver a credible service to their business by providing metrics based on which sound business decisions can be made.

About the Author John R. Mattox II is a Senior Management Consultant with the Corporate Executive Board (CEB) where he helps his clients develop measurement strategies. He is the co-author of Predictive Analytics for Human Resources (Wiley).