



Let's Get Interactive

Which of the options below best describe your role?

- Not a learning professional
- Manager
- Instructional Designer
- Director or above

What's your experience as a learning professional?

- No experience
- 1 to 5 years
- 5 to 10 years
- More than 10 years

Figuring Out Your Timeline

- Ask a friend

Ask a Friend

- Revisionist History* from Malcom Gladwell:
- "A Polite Word for Liar", June 7th, 2018
 - "Free Brian Williams", May 31st, 2018

Figuring Out Your Timeline

- Ask a friend
- 50/50
- Ask the audience

1st Thing You Need to Know About Productivity in Learning:

The number of hours to produce one hour of learning depends on your standards and company circumstances

Let's Get Interactive, Again

Do you track the time you (or your IDs) work on projects?

How do you track the time you or your IDs work on projects?

- A napkin
- Paper based forms
- Spreadsheet emailed to and from the IDs
- Off-the-shelf time tracking software
- Your own (homegrown) digital tracking solution

2nd Thing You Need to Know About Productivity in Learning:

It's totally worth measuring

Achievements

- Created a successful business case to increase headcount
- Demonstrated with numbers the value we're adding to the organization
- Had fact-based conversations with the business about:
 - How long it takes to produce one hour of learning
 - How much not having access to content or SMEs on time actually costs
 - The real extra cost of "surprise" additions to a project's scope

Benefits

First a couple of concepts:

Planning Fallacy: Term coined by David Kahneman, and Amos Tversky. It describes the human trend to underestimate the amount of effort that any given task may take.

Reference Class Forecasting: The action of basing your predictions on previous, similar experiences that are relevant from the statistical point of view.

Benefits

- Avoiding the **planning fallacy** by developing a solid baseline using **reference class forecasting**.
(Based on David Kahneman, Thinking Fast and Slow)

Benefits (Cont'd)

- Knowing how long it takes to produce one hour of learning per modality
- Knowing the total output of the department measured in LHP (Learning Hours Produced)
- Tracking production actuals against forecasts
- Knowing how many hours your team worked in projects vs other activities (AKA: Utilization)
- Planning, managing and allocating resources effectively and with less surprises at the time of execution

Benefits (Cont'd)

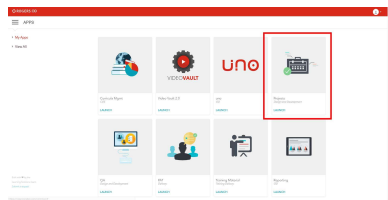
- Making strategic decisions about which programs to intake
- Understanding the real modality mix of assets you are producing
- Making fact-based vendor management decisions including renegotiating fees
- Ending subjective debates linked to everyone's personal biases about how long it takes to create one hour of learning
- Realigning department structure to respond to the real demands from different lines of business

What did we develop?

A tracking and reporting functionality that comprises several applications on the company's proprietary platform called New Horizon

What?

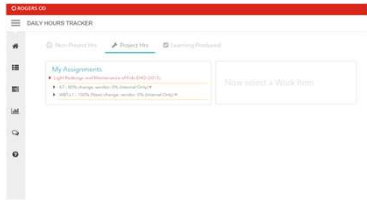
New Horizon Platform



Tracking Hours



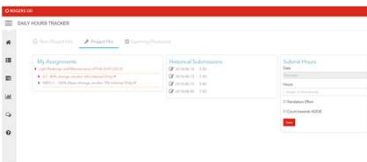
Work-Items



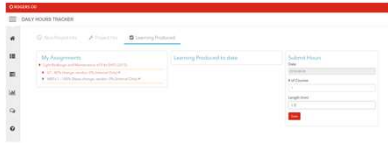
3rd Thing You Need to Know About Productivity in Learning:

Standardizing language matters

Tracking Project Time



Learning Hours Produced (LHP)



4th Thing You Need to Know About Productivity in Learning:

Tracking info in the system should be simple with a clean and intuitive interface



Neck Roll

1. Drop your chin to your chest
2. Slowly circle your neck, taking your right ear to your right shoulder
3. Roll your head back, keeping your shoulders relaxed
4. Do two rolls in one direction
5. Switch directions and repeat

Reach for the Sky

1. Sitting up straight, stretch your arms overhead
2. Interlock your fingers and face your palms up to the ceiling
3. Lift your chin, tilt your head back, and gaze up
4. Inhale, exhale, release

5th Thing You Need to Know About Productivity in Learning:

Do not set a percentage of utilization as a goal

What's Utilization?

$$\text{Utilization} = (\text{Project Hours}/\text{Work Hours}) * 100$$

What's Utilization?

$$U = (\text{PH}/\text{WH}) * 100$$

Utilization Ratios

- 90-100% - Insane
- 81%-89% - A bit unbelievable
- 75-80% - Looks like a high performing org
- 70-75% - Realistic
- 60-69% - Easily achievable
- Under 59% - You want to check what's going on

We Tracked Our Time. Now What?

It's time to pull your reports

Reporting on Individual LHP

REPORTING - O&D LEARNING PRODUCED - 2018 - Q3

LT

Instructional Strategy	Project	Total LHP		Week 08/14		Learning Potential	
		Est	Actual	# of Courses	% Completion	Notes	Percentage
	Client Discussion - Windows & Content-based Flow	425	122	140/73	8	3/75	0/75
	Strategic Cost - Customer Cost Service Email/Fax (O&D)	0/0	20	20/20	1	0/20	0/20
	Total (Grand Total)	425	142	160/93	9	3/95	0/95

6th Thing You Need to Know About Productivity in Learning:

Audits: You need them

Consolidated LHP Report

What does it look like?

Mobility	\$	Learning Product	%	Work Effort
			1.27	83
Commission 527	41.03			723
Commission 528	8.92			281
CRS	1.94			92
527	36.32			1006
JH13.2 paper	0.55			44
JH13.3 paper	0.97			51
Manufact 527	32.26			1662
Manufact 528	5.12			465
Video	0.13			74
V27	1.90			21
WFL11	1.86			333
WFL12	1.83			210
	149.71			5062

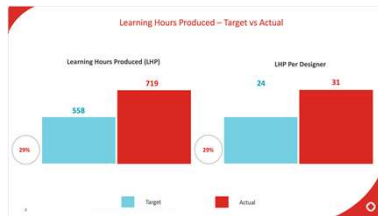
7th Thing You Need to Know About Productivity in Learning:

The system is only one of the pieces: The larger picture includes change management and emotional engagement

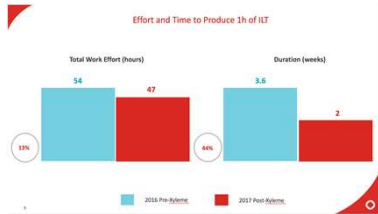
8th Thing You Need to Know About Productivity in Learning:

Make decisions based on periodic reports

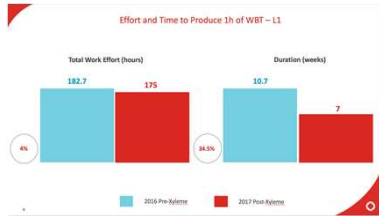
Be a Smart Organization



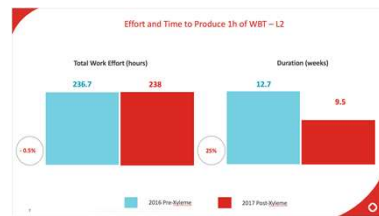
Be a Smart Organization



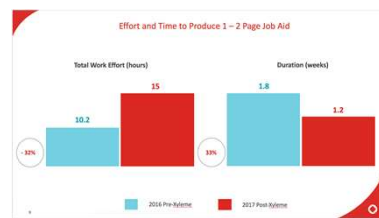
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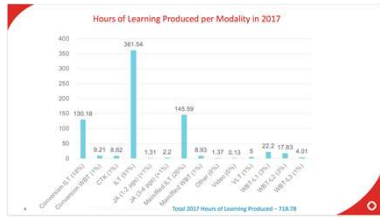
Be a Smart Organization



Be a Smart Organization



Be a Smart Organization



Be a Smart Organization



9th Thing You Need to Know About Productivity in Learning:

Adopt an XML based content management system that acts as an authoring tool

Freebie

**10th Thing You Need to Know
About Productivity in Learning:**

Your SLAs are a living organism

Thank you!

Questions?
