



# THE MEASUREMENT MAP

*Getting Aligned to the Business*

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What have you  
measured today?

# Some Stuff is Easy to Measure



**Some Stuff  
is Harder**

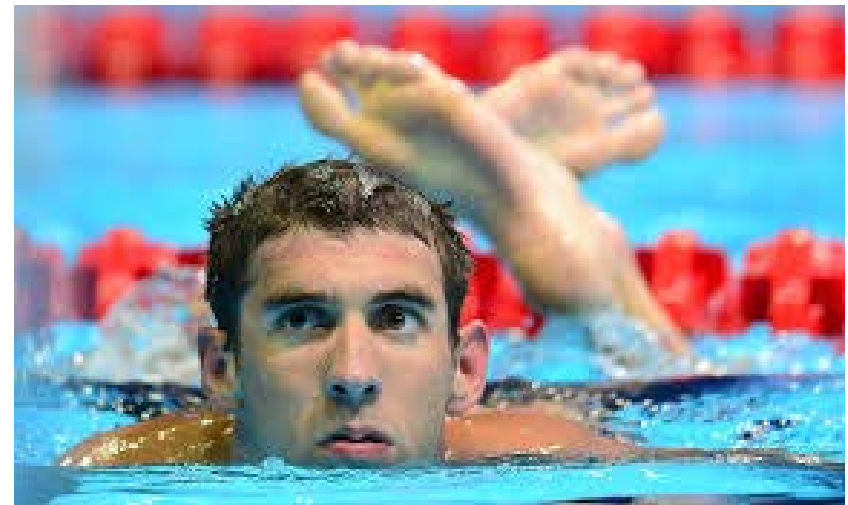


**Why Bother to Measure?**

# Why Measure?

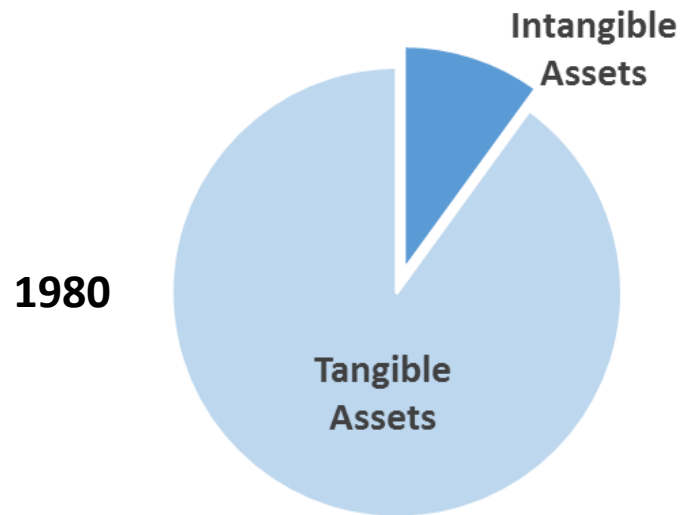


*To Prove*



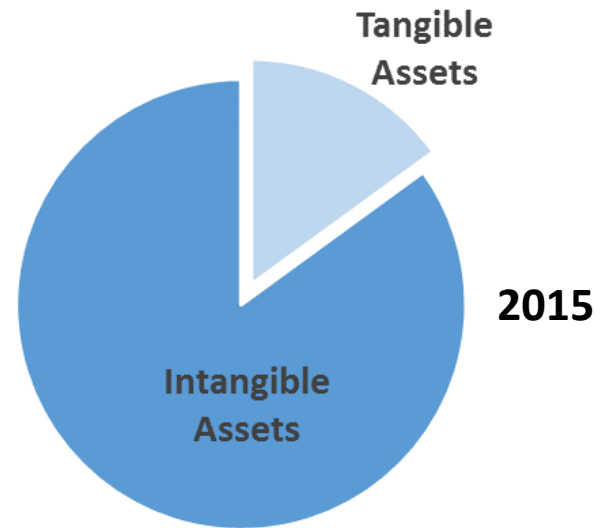
*... and to Improve*

# The Knowledge Economy



## YESTERDAY

Over **90%** of an organization's value was in tangible assets – *its plants and equipment.*



## TODAY

Over **85%** of an organization's value is in intangible assets – *the skills and experiences of its people.*

# Why We're Here

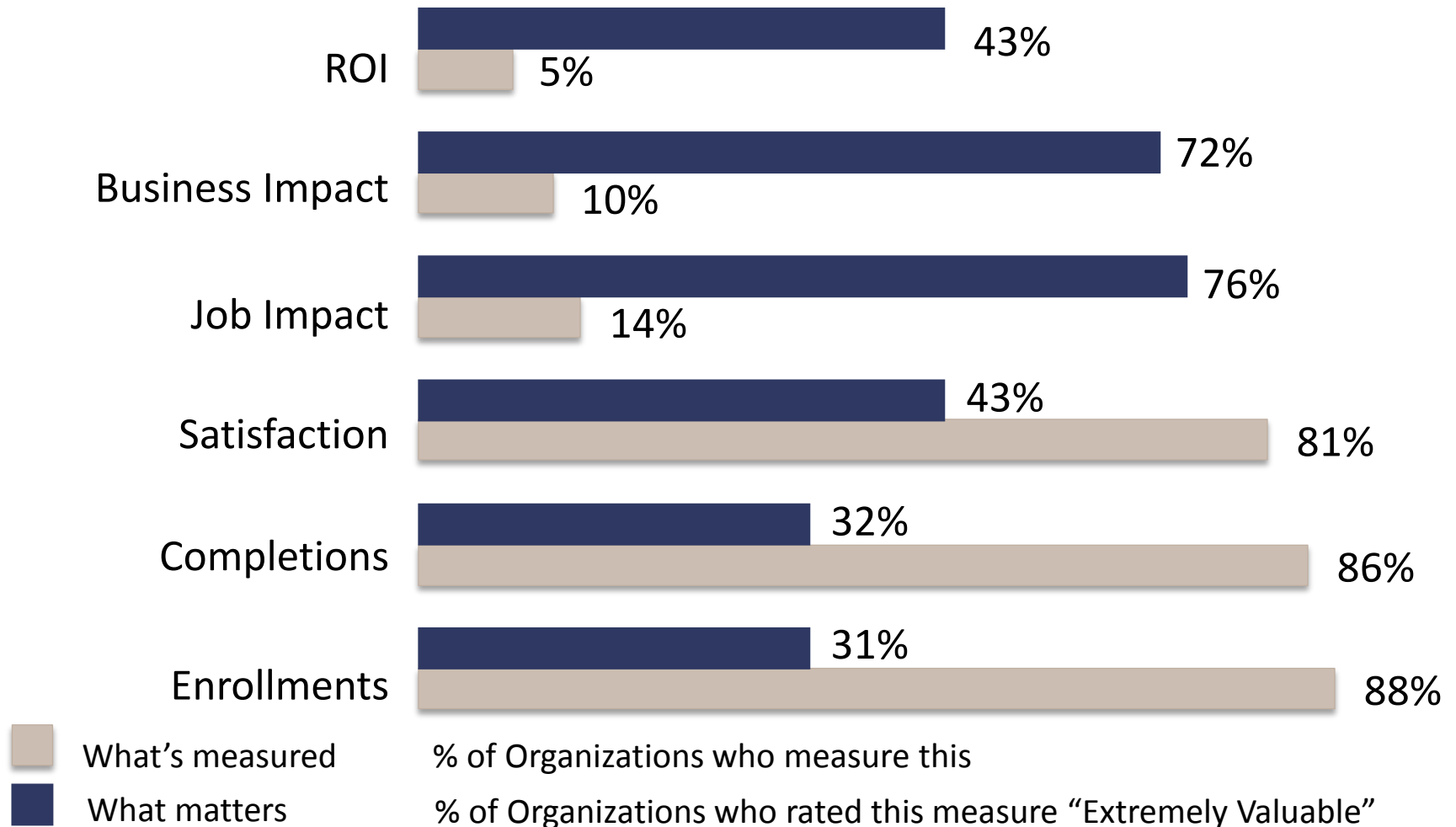


## Aligning with the Business

- Explain how a Measurement Map creates a “causal chain of evidence” between programs and business outcomes
- Discover how a Measurement Map defines “what to measure” to show impact
- Create a Measurement Map
- Recognize the different data sources to measure outcomes



# Learning Measurement in Practice



Source: Bersin & Associates 2011





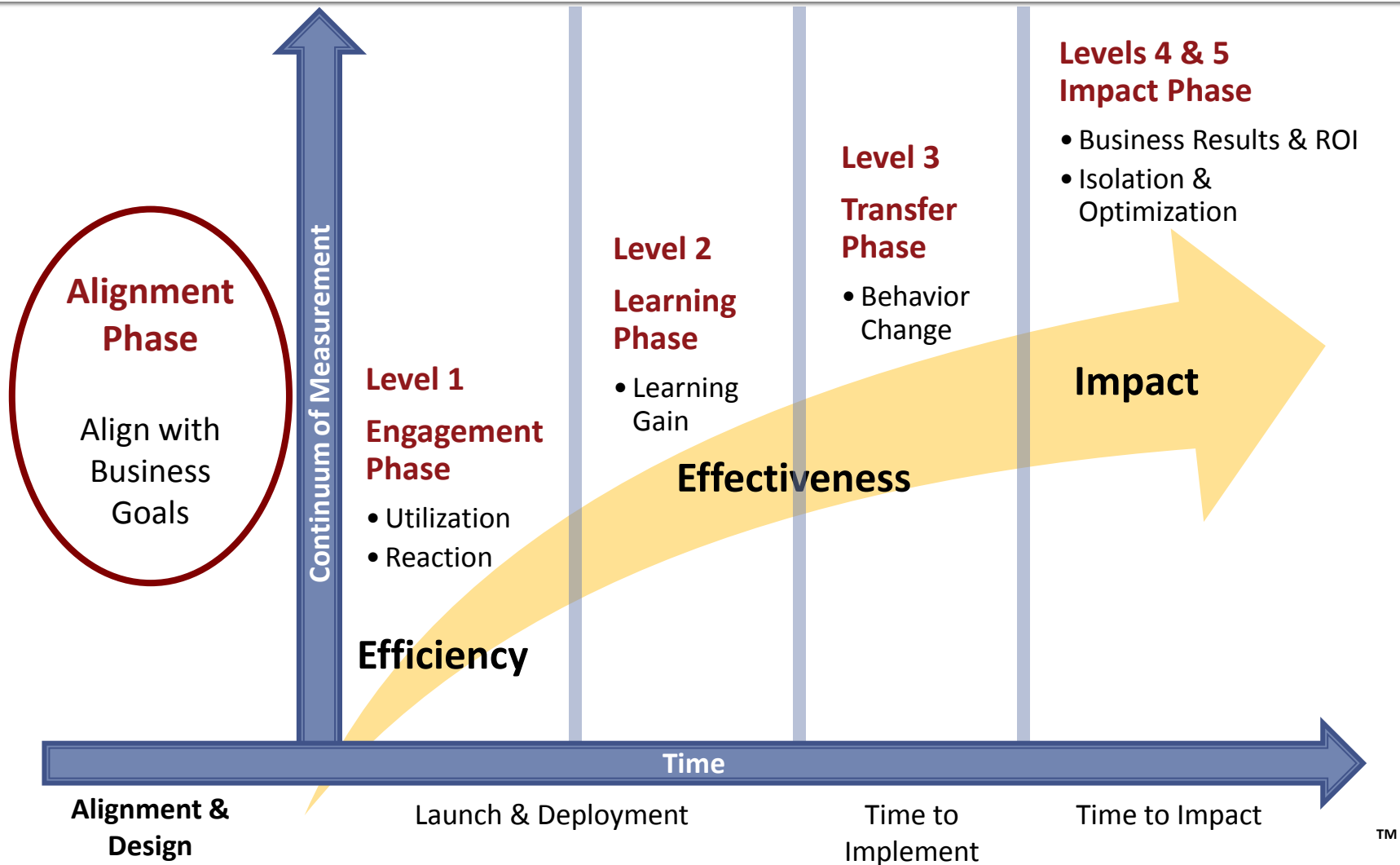
# The Alignment Challenge

**How do I connect my investment  
with the company's strategic goals?**



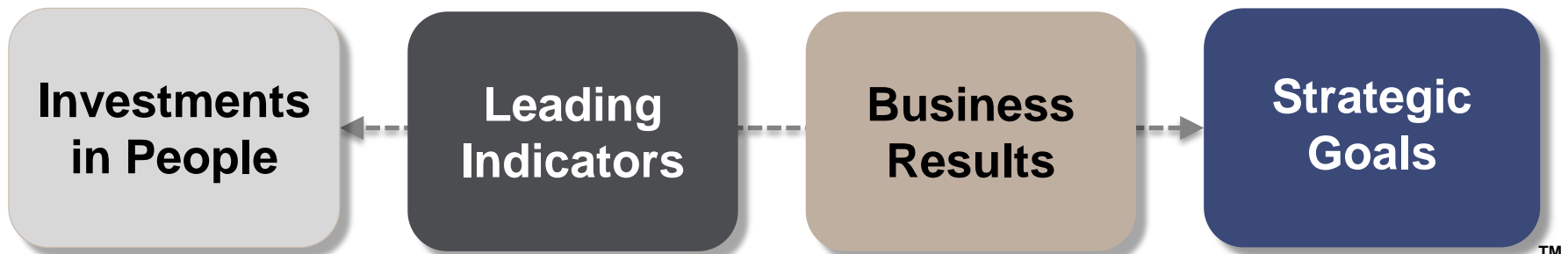


# Framework for Measurement

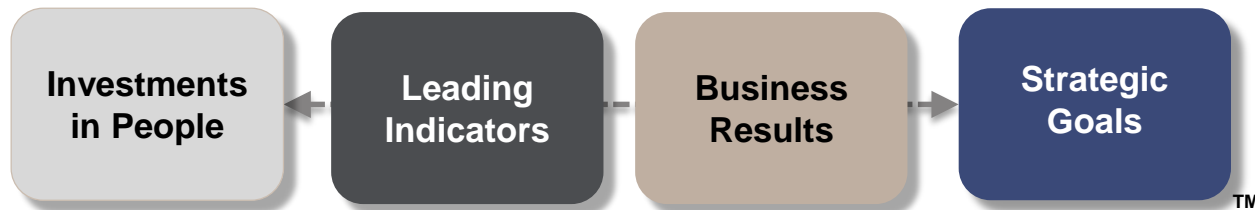


# The Alignment Challenge

**What is the EVIDENCE?**



# Getting Aligned



## Leading Indicators



Evidence of things  
to come

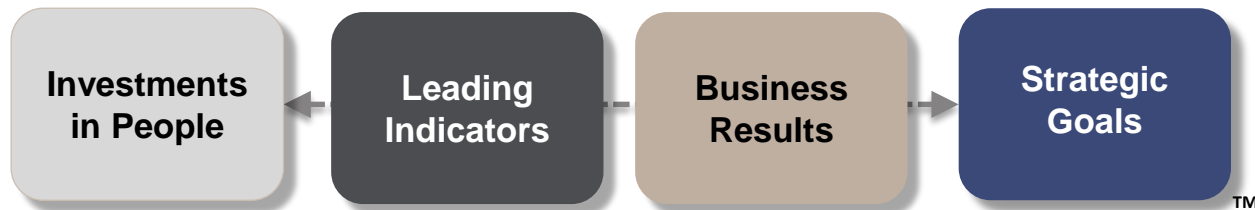
## Business Results



Carry a financial  
valuation

## Key Performance Indicators (KPIs)

# Getting Aligned



## Evidence that it's working

### Leading Indicators

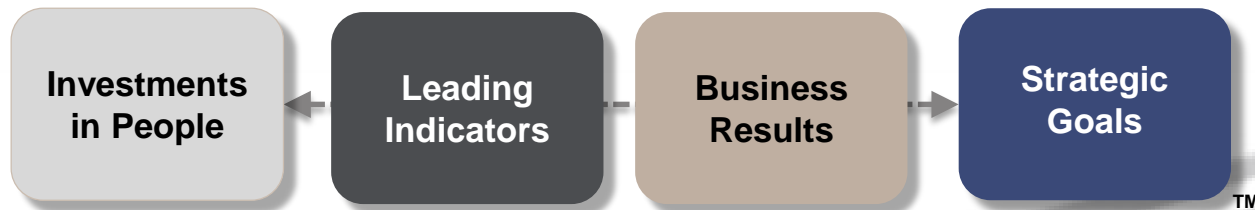
- Employee Engagement Scores
- # of New Accounts Opened
- # of Complaints
- # of Delinquent Loans
- Customer Satisfaction Scores

### Business Results

- Voluntary Turnover
- Occupancy Rates
- Workers' Comp Costs
- Average Account Balance
- # of Service Contracts Sold
- Revenue / FTE



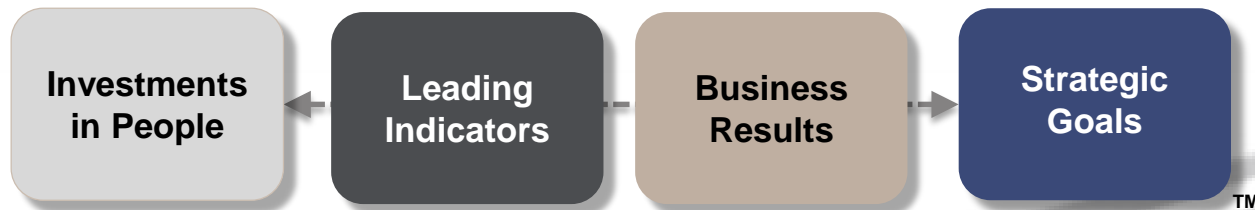
# An Example



**You own a restaurant ...**

**What is your  
Strategic Goal?**

# What Am I?



**Complaints**

**Occupied Tables**

**Customer Referrals**

**Number of Meals Sent Back**

**Satisfaction Survey Scores**

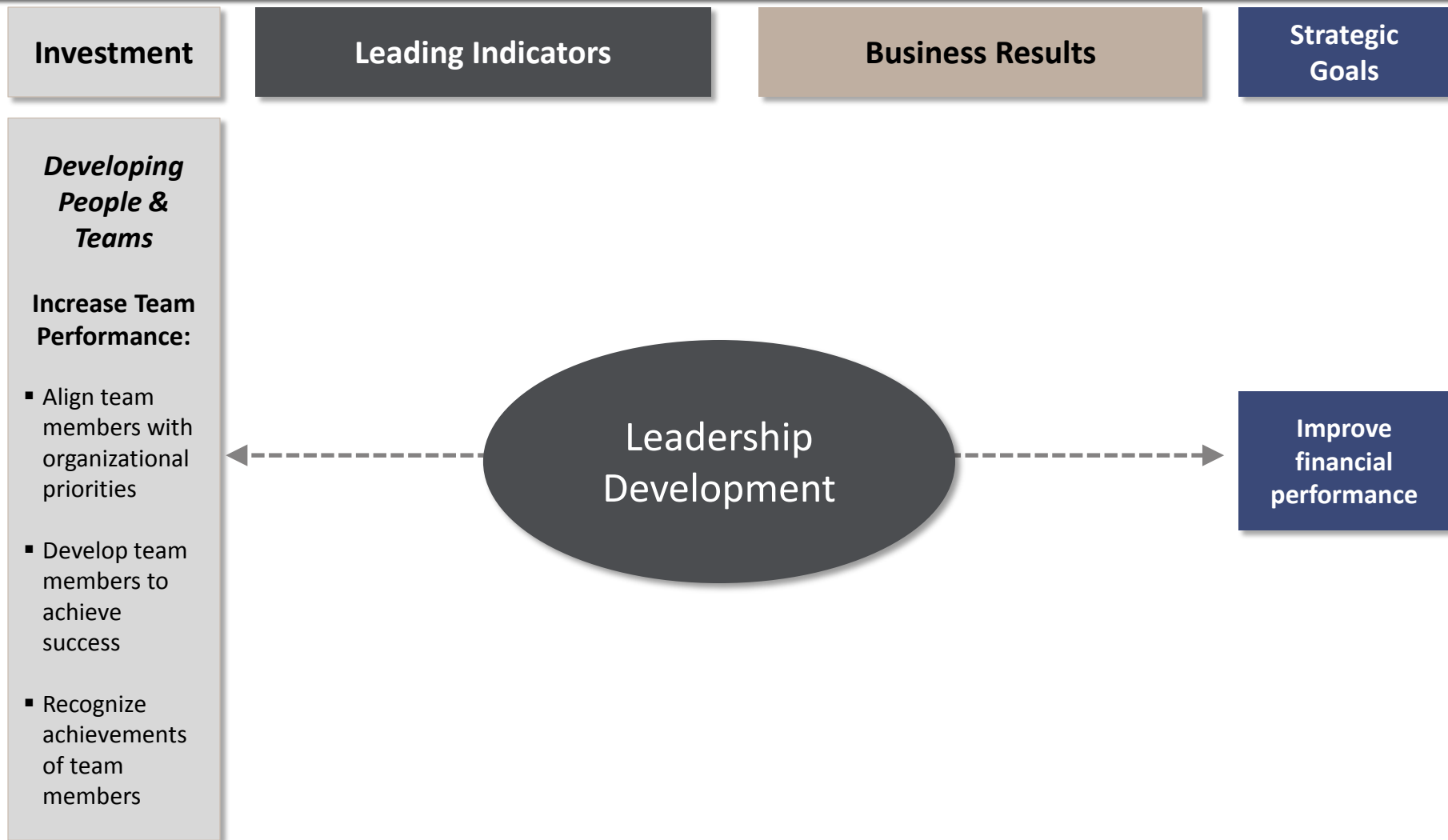
**Average Check Amount**

**Negative Social Media References**

**Reservation Numbers**

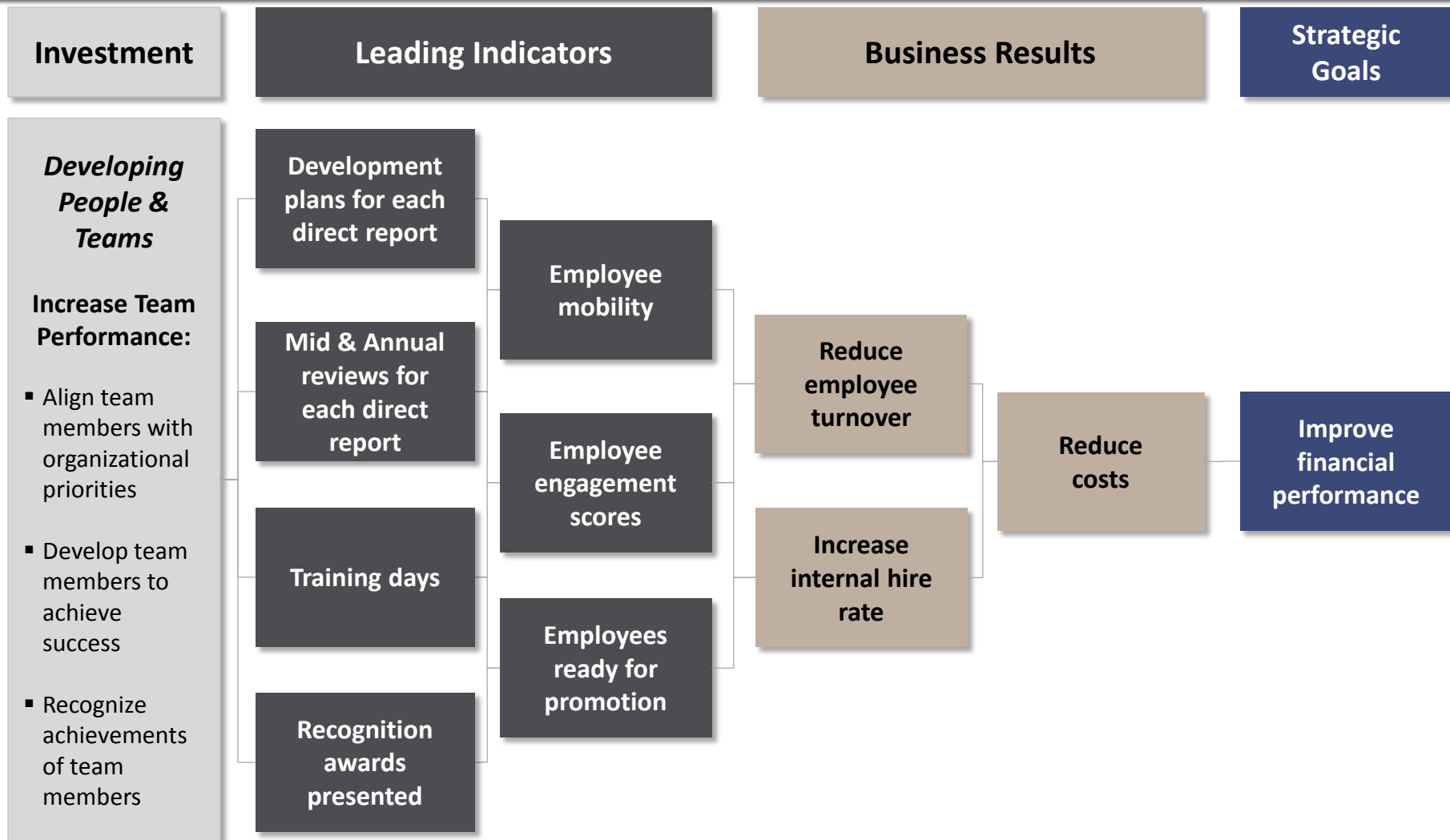
# Getting Aligned: The Measurement Map™

## *A Causal Chain of Evidence*



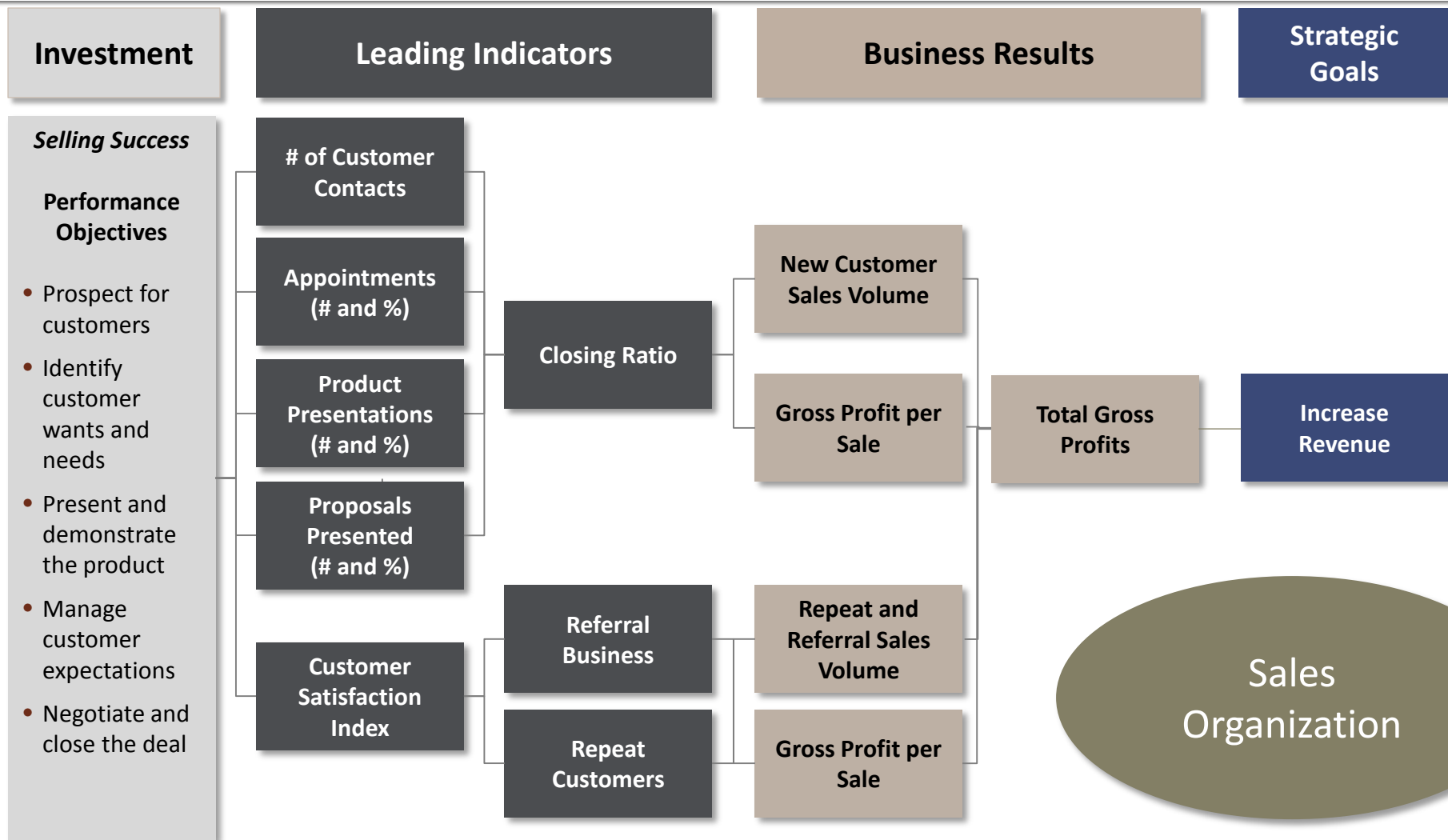
# Getting Aligned: The Measurement Map™

## *A Causal Chain of Evidence*



# Getting Aligned: The Measurement Map™

## *A Causal Chain of Evidence*



# Building a Measurement Map

## Case Studies

### Mentoring

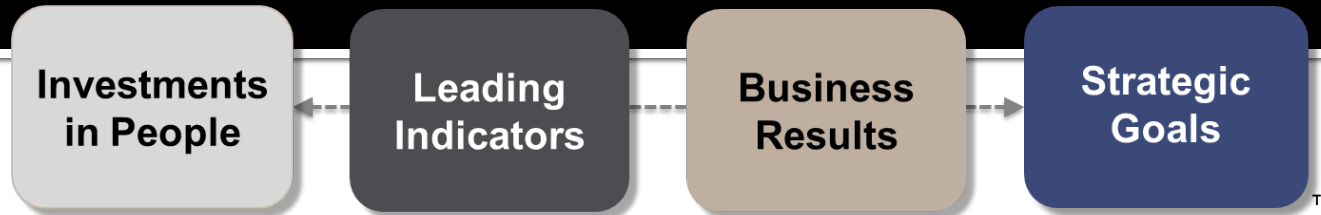


### Safety Program



*How will you know if it is working?  
What is the evidence?*

# Building a Measurement Map



1. Form groups of 2 to 4
2. Select and read one of the case studies
3. Define the strategic goal of the investment
4. Brainstorm your metrics / KPIs
5. Agree on your metrics / write each metric on a Post-It Note
6. Arrange your metrics to create your Map  
(your causal chain of evidence)
7. Practice telling your story  
(from left to right and from right to left)



8. Volunteer to share your Map



# Collecting the Data



# Where Data Comes From



# Collecting NEW Data



Would you say that you are:

- ☐ extremely satisfied
- ☐ mostly satisfied
- ☐ neither satisfied nor dissatisfied
- ☐ mostly dissatisfied
- ☐ extremely dissatisfied, or
- ☐ a dumb penguin?

# The Alignment Challenge

**How do I connect my investment  
with the company's strategic goals?**











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# Put it into practice ...

## At the start of a new initiative ...

- Clarify the goal
  - What strategic goal is it aligned with?
- Establish the expectation
  - What business outcome are we trying to affect?
  - What is the “current state” – the baseline metric?
  - What is the target?
- Define how you’re going to help
  - What do we want our audience to DO differently?
  - What would be the evidence of that?
  - Is there a logical chain of evidence to connect to the strategic goal?
  - How much of the change in outcomes will likely be due to our initiative?