



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**

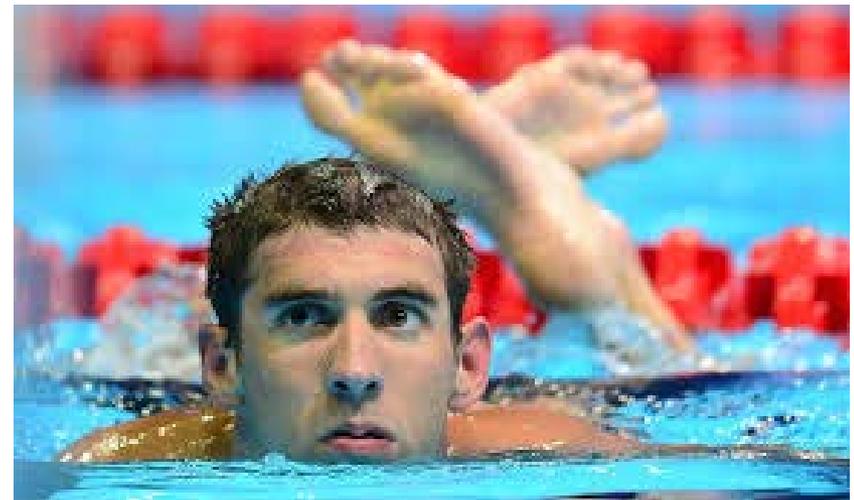
Why Bother to Measure?

Why Measure?

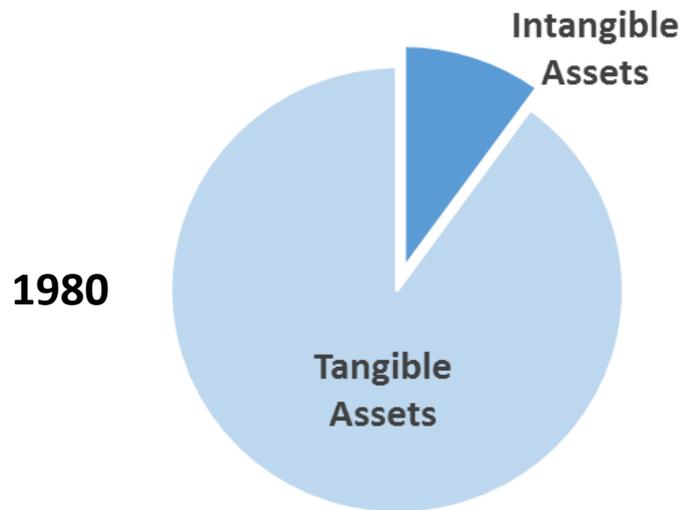


To Prove

... and to Improve

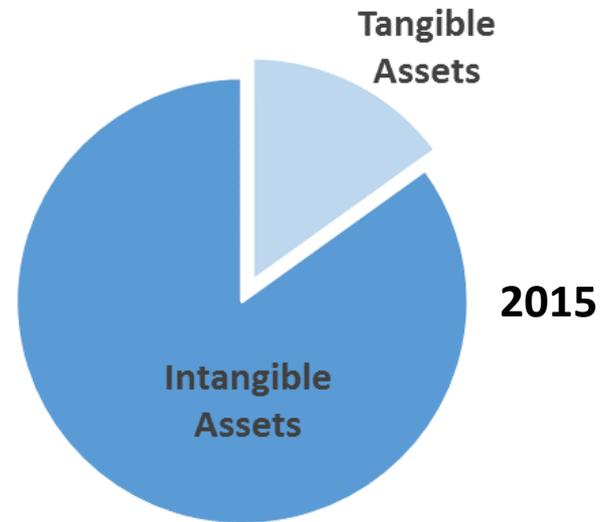


The Knowledge Economy



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.*

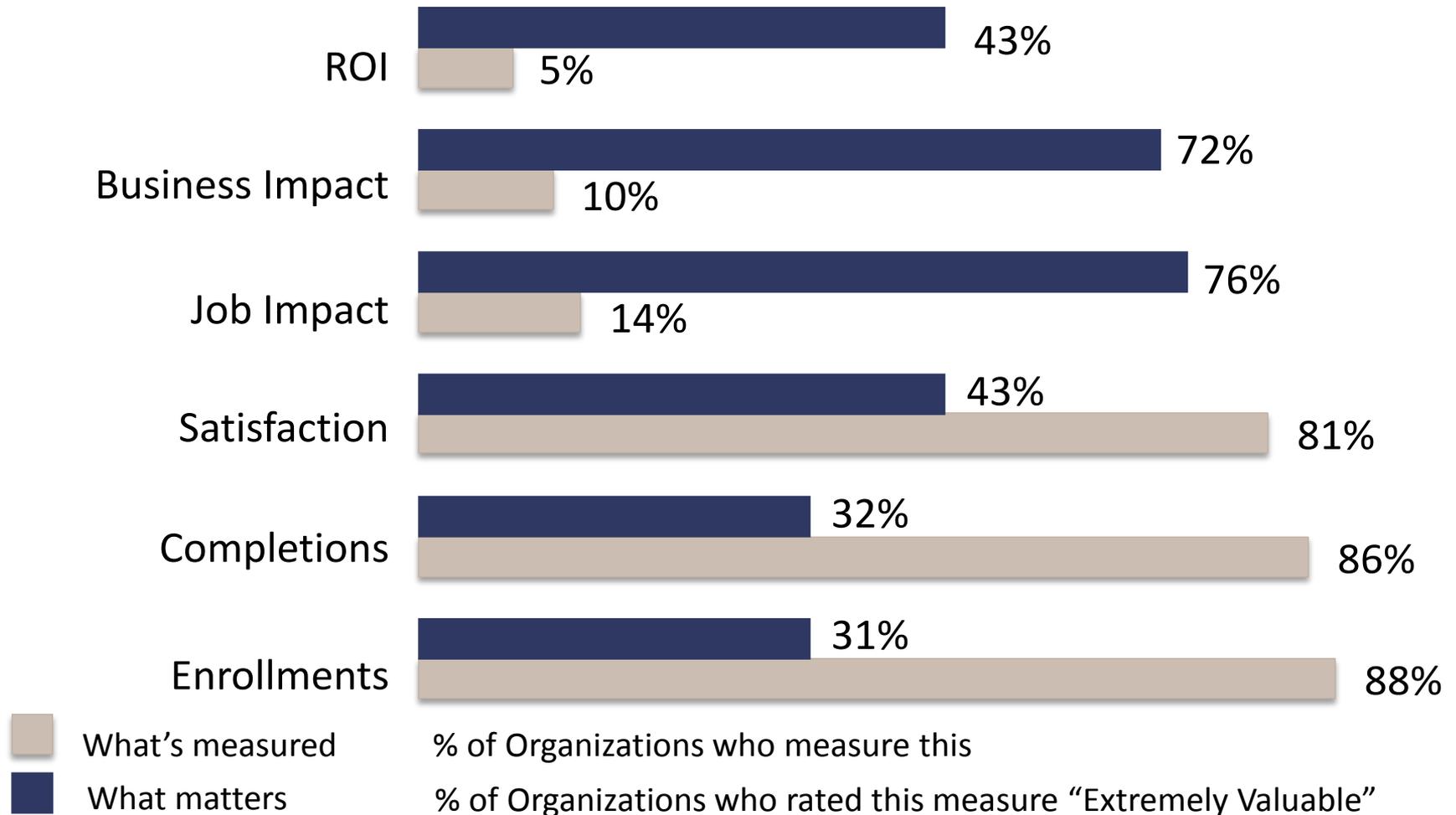
Why We're Here



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



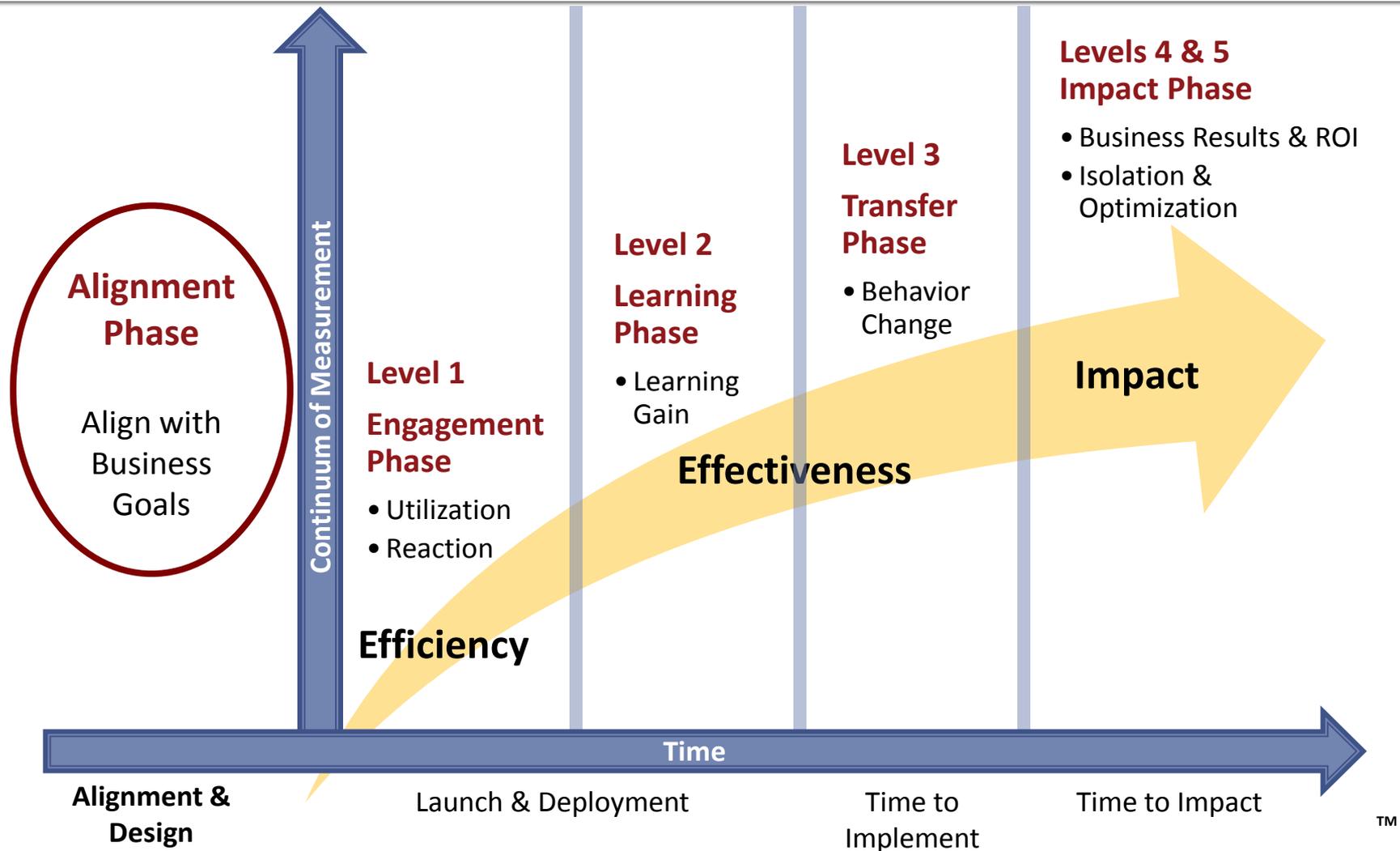
The Alignment Challenge

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





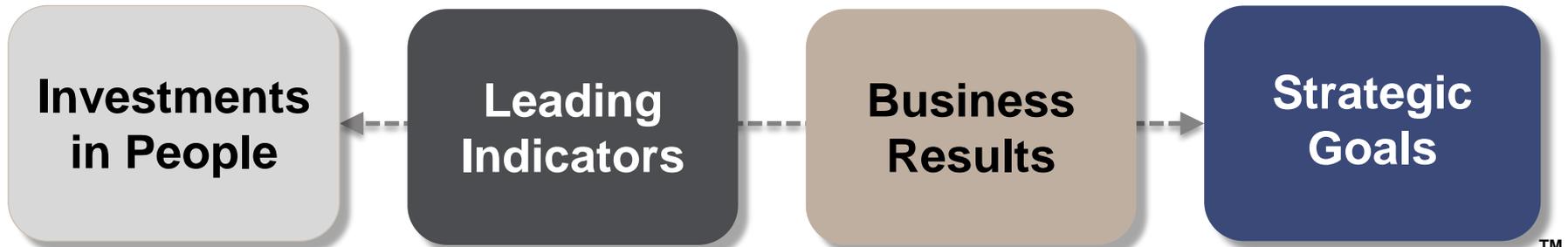
Framework for Measurement



TM

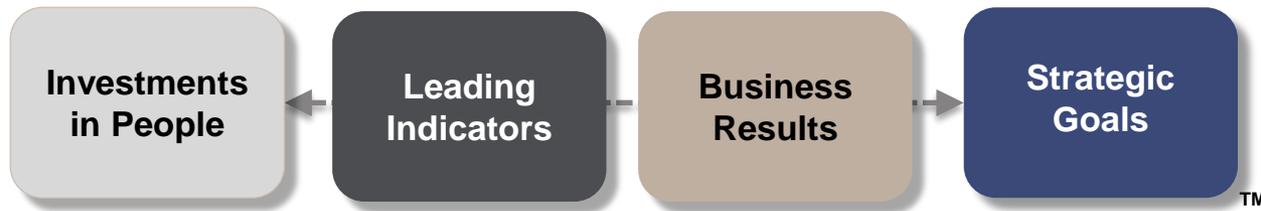
The Alignment Challenge

What is the EVIDENCE?



TM

Getting Aligned



Leading Indicators



Evidence of things
to come

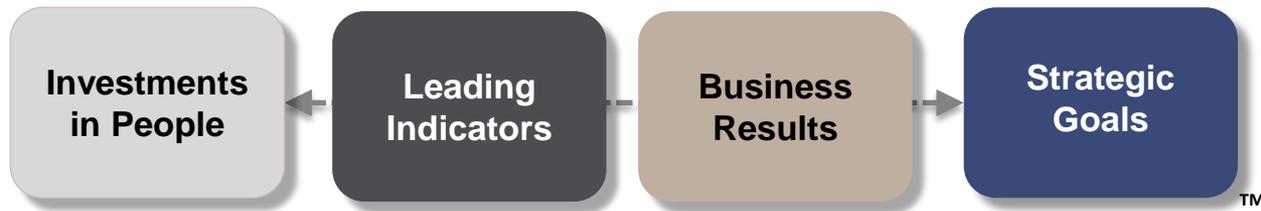
Business Results



Carry a financial
valuation

Key Performance Indicators (KPIs)

Getting Aligned



Evidence that it's working

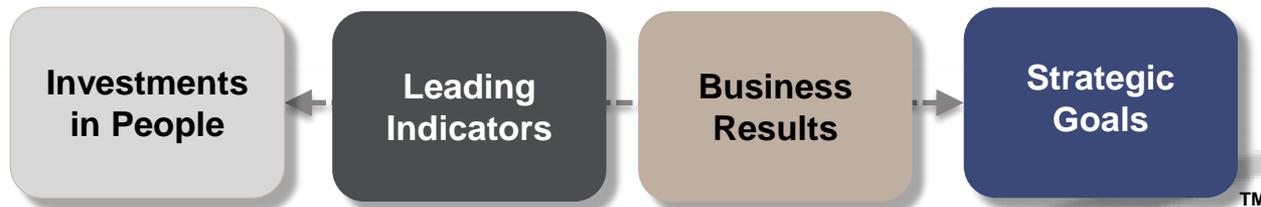
Leading Indicators

- 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

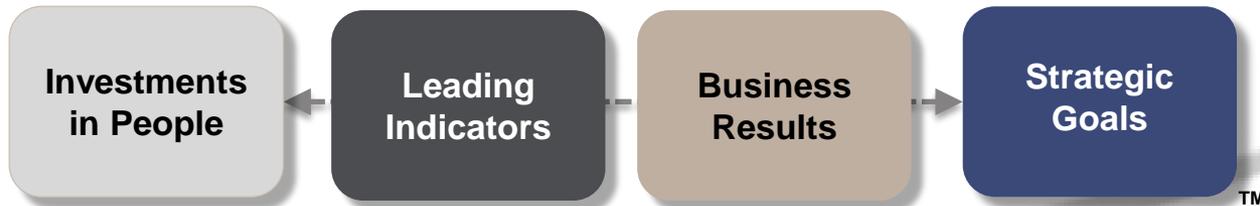
An Example



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

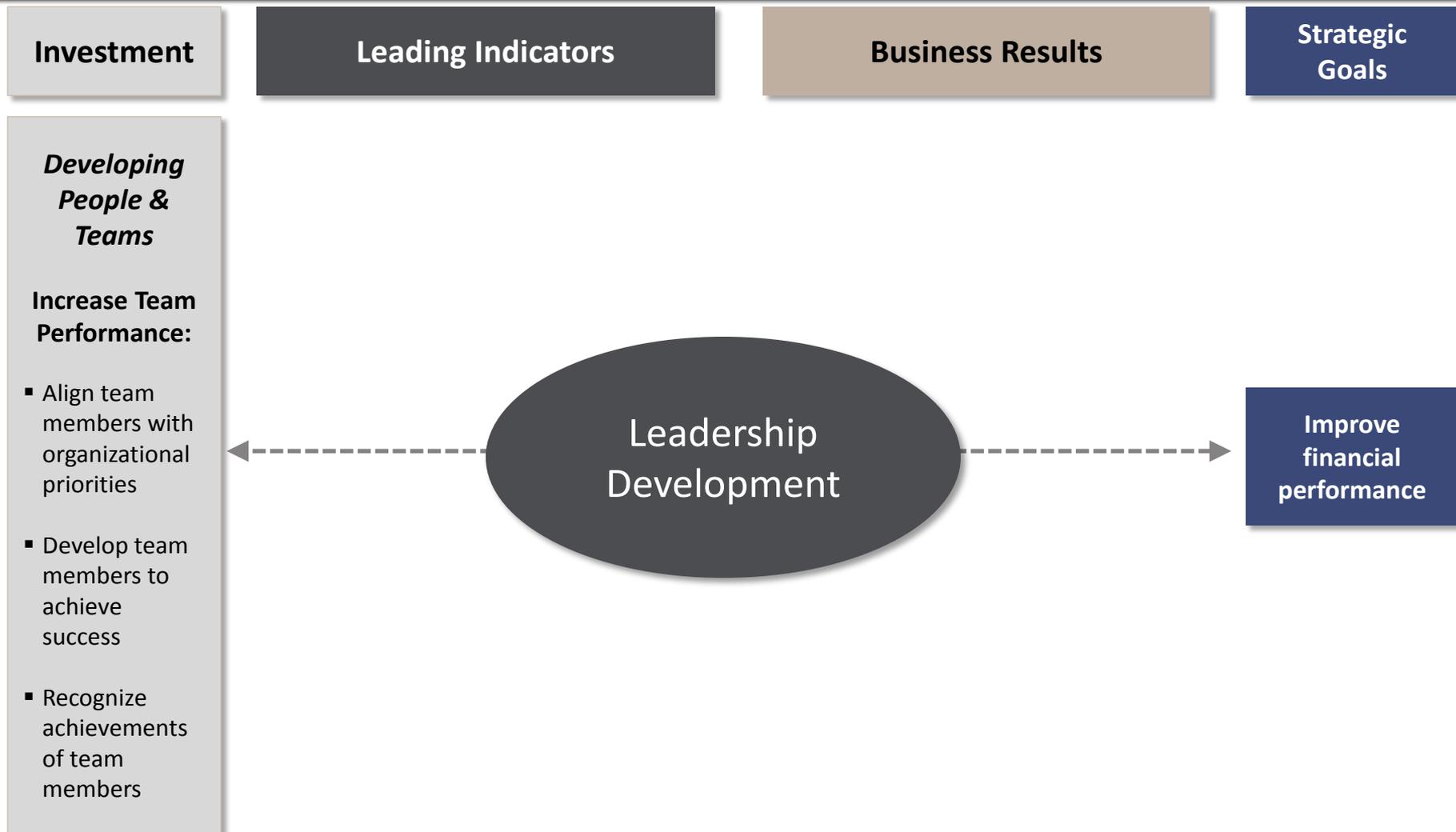
Average Check Amount

Negative Social Media References

Reservation Numbers

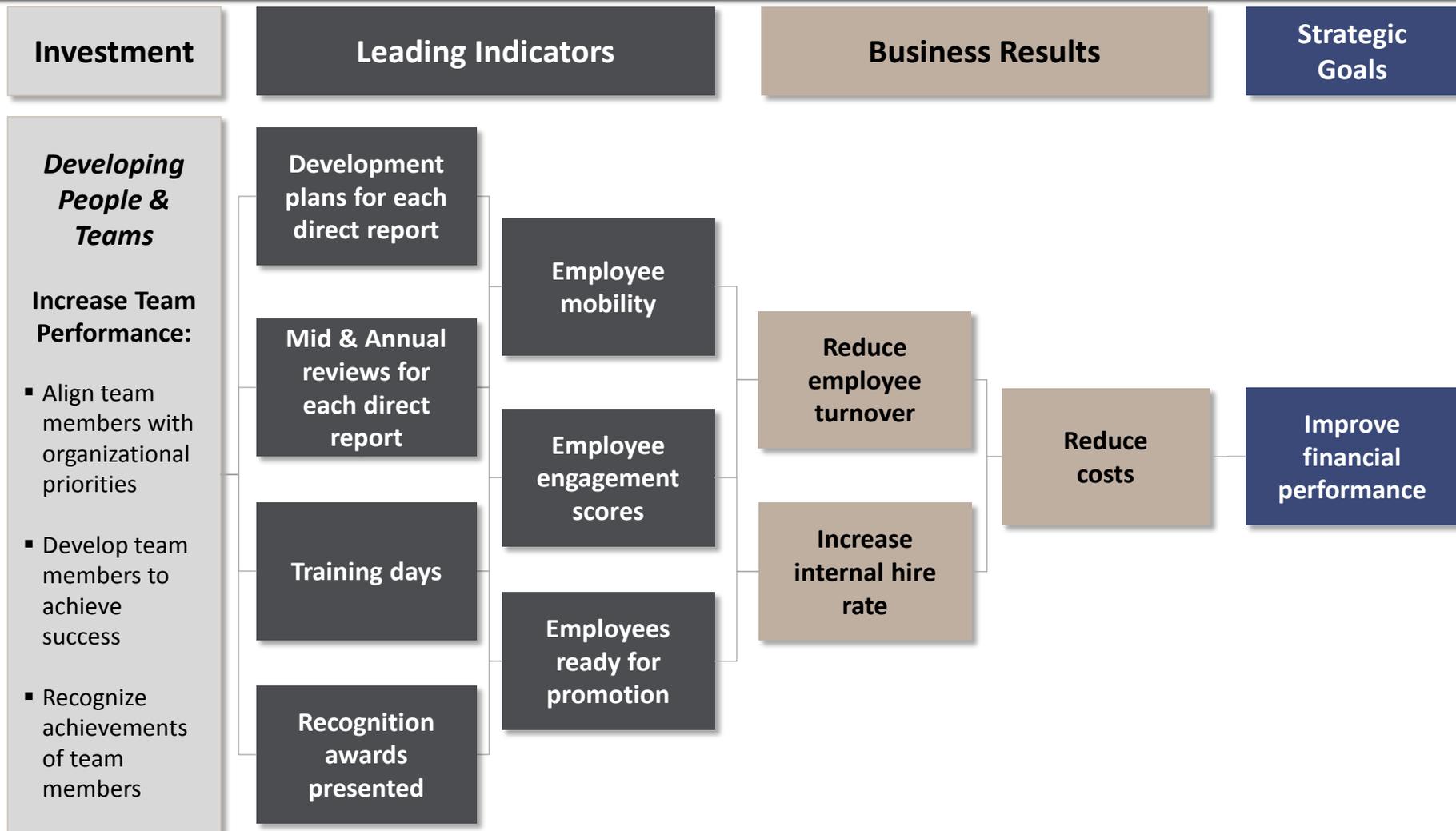
Getting Aligned: The Measurement Map™

A Causal Chain of Evidence



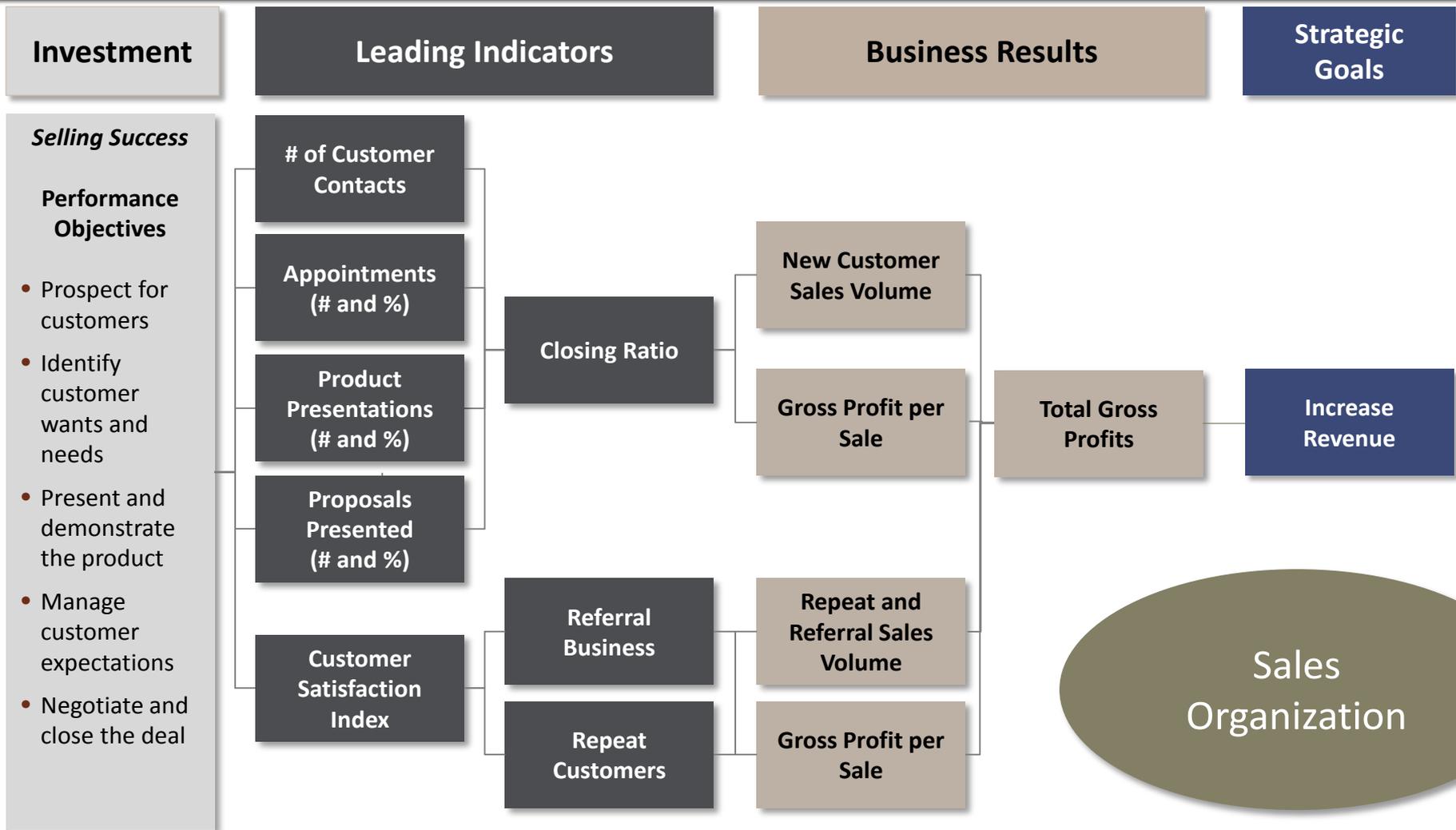
Getting Aligned: The Measurement Map™

A Causal Chain of Evidence



Getting Aligned: The Measurement Map™

A Causal Chain of Evidence



Building a Measurement Map

Case Studies

Mentoring

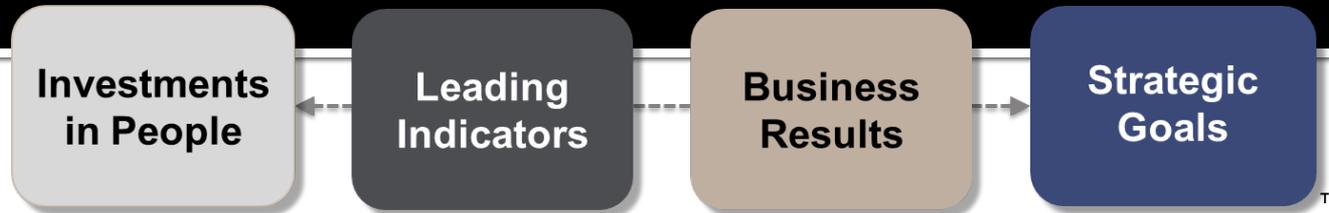


Safety Program



*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?

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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?