



Fredrickson Learning February 2023 Newsletter



We're excited and grateful that **Robin Lucas** is now our Chief Operating Officer! She's demonstrated the enthusiasm, capacity, and capability to lead and harmonize across our company functions.

If you attended our 2022 Learning Leadership Summit, you got to see Robin in action as the CLO panel moderator. She brings that same curiosity, respect, and great questions to the clients she consults with and the team members she counsels and coaches. Next time you see her at an event, ask her about some of her favorite leadership development podcasts!





The Real Reason We Measure

By Jess Almlie, Vice President, Learning Experience –
Benefits Division, WEX

This post originally appeared on LinkedIn, January 3, 2023. [Follow Jess](#) and [subscribe to her newsletter, L&D Must Change](#), for more articles like this.

For over 25 years, I have worked in people development - human resources, learning and development, volunteer development, training, higher ed. student affairs, and leadership development.

I've noticed a trend in the way those of us in these areas think about measurement and **I think we've got it all wrong.**

We tend to see measurement as a necessary evil. We didn't go into this profession to run numbers and most of us aren't particularly good at it. But demands from executives and those who hold the checkbooks started to necessitate we measure and report. So, we started approaching measurement with a **"we must PROVE our worth"** reasoning and attitude.

I understand where this comes from. People development is often seen as a "cost center" because it isn't easily or obviously tied to revenue. That can make those of us doing the work feel like we are expendable. Of course, we see the value in the work we do, but it isn't as simple as measuring call times or sales dollars. So we get stuck trying to *prove* our impact. **This is where we are wrong. "Prove it" energy usually produces more panic than productivity.**

Should we be able to show our impact on the business? Definitely, yes.

Should we be able to note how many people are participating in programs? Sure.

Should we know how much our programs and time cost vs. the ROI? You bet.

But none of these are the CORE REASON we need to measure our work.

Instead, we need to measure for the same reason every other part of the business needs to measure, cost center or not.

We need to measure what we do so that we can MAKE INFORMED BUSINESS DECISIONS.

This was a revolutionary thought for me earlier in my career. It was incredibly freeing and logical all in one breath. It made measurement easier and more effective.

Our data should inform our practice and how we work with the rest of the

business.

It should inform us on what changes need to be made moving forward. Do we need to iterate? Have we spent too much time and energy in the wrong places? Are we meeting the needs of our stakeholders? Are there trends in participation that show certain times of year are better than others to engage with the business? Are there certain assets (e-learning, help articles, etc.) that are clicked on more than others to tell us what people need? etc.

When we reframe measurement from something we must do in order to prove our worth to something we need to do in order to make decisions about our work, it sheds an entirely new, and much more positive light on the subject. Asking, **"What data do I need in order to make decisions about how best to serve the business, run my team, and be our best?"** is so much different than, "What data do I need to prove that I'm worth the expense?"

If you focus on data for decision making, proving your worth will no longer be needed, it will be obvious.



UPCOMING EVENT: THOUGHT LEADER SERIES

We're excited for the upcoming session in the Thought Leader Series, which will be led by Kevin Wilde. Kevin most recently is serving as an Applied Leadership faculty member at Carlson School of Management, and has a great history of learning leadership including being named the Chief Learning Officer of the Year by CLO Magazine.

This virtual session will take place on February 22nd. Here's more on the topic for the session.

Based on his recent award-winning book, **Coachability: The Leadership Superpower**, Kevin Wilde will share the latest research and practices on how to build a culture of coachability to accelerate the impact of investing in a culture of coaching.

The session will include:

- What is coachability and how does it accelerate building a great coaching culture?
- How to assess the current state of coachability in your organization.
- Five simple ways organizations add coachability tools for impact.



Register for this event

UPCOMING EVENTS LATER IN 2023



Keep an eye out for invitations to these and other upcoming events as we near the event dates.

Special event

Building (and Branding!) an Effective Training Program

Date: Tuesday, March 7th, 2023

Presenter: Jason Berry - Director, Training and Development at Echo Logistics

Young Learning Leaders Forum

Title TBD

Date: Tuesday, March 28th, 2023

Presenters: Dawn Baker - Director, Learning & Development Solutions and

Vince Therrien - Leadership Development and Change Manager at City of Minneapolis

Thought Leader Series

Timeless Rules for Great Learning

Date: Tuesday, April 4th, 2023

Presenter: Terrence Donahue - Corporate Director, Learning and Leadership Development at Emerson

Learning Technology Network

Area9 and the Repairify Institute

Date: Wednesday, April 19th, 2023

Presenters: Eric McClellan - Sr. Manager, Training and

Mike Willis - Director - Training & Development at Repairify

Learn more about our communities



We're planning on bringing back *in-person* community events in 2023! Expect us to try some different options with some of our 2023 events, and don't worry, we'll still have a virtual component for the majority of our events this year.



EVENT RECAP:
ROUNDTABLE FOR LEARNING LEADERS

Angie Ballinger, L&D Lead: Global Capabilities Product and Data, Measurement & Analytics at Cargill, presented to the Roundtable of Learning Leaders earlier this month. Her session topic was **Why Data Analytics is Critical to Your Learning Strategy**.



There was certainly no shortage of interest in this topic, as the session set a new record for the highest number of registrants for a community event.

Angie shared her organization's data strategy journey from input to visualization to insight, and what's on the horizon for the final step - *action*.

Thank you again to Angie and her team for shining light on one of the most challenging topics for the industry.

A recording of this session is available through the [Fredrickson Learning YouTube channel](#).

Learn more about our communities

Visit <https://community.fredricksonlearning.com/unsubscribe/u/957802/1c399d3f811090285b9f524186838e3e3d60238f2885e45f75a7f5e8f131845e/199423494> to unsubscribe from our community emails.