



## *Strategic Questions for Learning Initiatives*

Whether or not an organization adopts the fundamentals of the balanced scorecard, everyone benefits from taking a more strategic approach to learning. The key to being more strategic in your learning decisions is to ask the right questions. Here are some questions that will help you **align learning** to business objectives, create learning metrics and focus your learning investments on what matters most.

### *Aligning learning to business objectives*

- What is the strategic goal that is addressed by this learning initiative?
- How do we believe this learning initiative will impact the organization's objectives?
- How will this learning initiative impact the ability of people to achieve the company's mission and live the organization's values?
- How does this learning initiative align with the learning strategies of the organization if learning strategies exist?

### *Creating learning metrics*

- What is the existing level of performance that relates to this proposed learning initiative?
- What data will we look at to determine if this learning initiative has had an impact?
- How reliable is this data? What improvements need to be made?
- Is this the best way to measure the results of this initiative? What else can we measure?
- How often will we need to measure to provide a true reflection of results?

### *Focusing learning investments*

- What is the estimated cost of this initiative?
- What is the risk that this cost will be exceeded?
- Is the money being spent on this initiative the best use of the funds, or is there a better way?
- What financial return do we expect to achieve as a result of this initiative?
- What financial losses do we hope to avoid as a result of this initiative?
- Who will benefit directly from this learning initiative? Who will benefit indirectly?