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Learning & Development Playbook

Predict Learning Impact & Prescribe Personalized Paths

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Purpose

Move beyond completion rates to measurable impact: predict how **learning affects performance**, ramp time, retention, and mobility — then prescribe **persona-based learning** paths and manager practices that **maximize outcomes**.

Example outcomes & KPIs

- Ramp-time ↓ 10–25% in target roles
- Performance uplift ↑ 5–10% for defined personas
- 12-month retention ↑ 5–12% among learners vs. matched controls
- Internal mobility rate ↑; skills proficiency ↑ (assessments/badges)
- Manager enablement: % with coaching actions post-learning; Learner NPS ↑

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Prerequisites & Data

Prerequisites

- LMS with events, course and user data; basic skills taxonomy and course-to-skill mapping
- Defined business outcomes (ramp, performance, retention, mobility) and target personas
- Access to HRIS, performance/OKR data, retention/mobility events, engagement items
- Consent/privacy review
- Manager involvement plan

Data you need

- **LMS**: enrollments, completions, scores, time-to-complete, modality, session dates, instructor/coach, course→skill tags
- **HRIS**: role, level, location, manager, tenure
- **Performance/OKR**: quarterly ratings, KPI/OKR attainment; manager feedback
- **Retention/Mobility**: exits (voluntary), transfers/promotion dates and targets
- **Skills/Assessment**: pre/post skill measures, badges, certifications; 360 data
- **Engagement**: learner NPS, manager coaching actions

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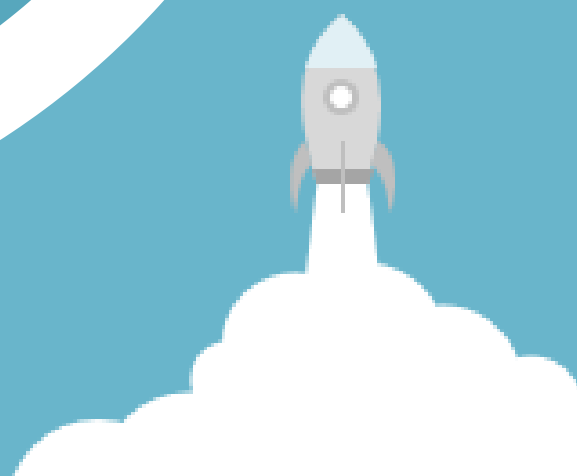
Governance & Roles

Executive Sponsor
- Sets the vision, success criteria, and guardrails
- Secures resources, removes blockers
- Approves scope and scale-up decisions

HRBP Champions
- Drive adoption with leaders and managers
- Codify role-specific actions
- Collect qualitative feedback
- Monitor equity of access/outcomes

L&D Director
- Owns learning strategy and portfolio
- Prioritizes personas/use cases
- Translates analytics into programs, cadence, and communications

People Analytics Lead
- Designs the measurement framework (PSM/DiD)
- Builds predictive models for ramp/performance/retention
- Ensures interpretability and fairness monitoring

LMS/HRIS Data Steward
- Maintains data standards (course IDs, skills tags, timestamps, user mapping)
- Monitors data quality and lineage
- Trains admins/owners on fields and processes

Data Privacy & Ethics Officer
- Ensures lawful basis/consent, DPIAs, minimization/retention, and audit trails
- Approves fairness/impact tests
- Communicates guardrails and interfaces with Legal/Works Councils as needed

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1

Define outcomes & personas

Specify outcomes per persona

Ramp-time (days to proficiency), next-cycle rating uplift, 12-month retention, internal mobility likelihood
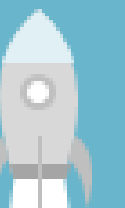
O1

O2

Build personas

By role/level × tenure × skill gaps
Confirm business priority segments (e.g., Team Leads, Customer Support L1)

Document success thresholds

For measuring the impact

O4

O3

Document manager behaviors

For testing (e.g. shadowing, practice tasks, 1:1 cadence)

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2

Measure impact credibly

Propensity score matching
Method 1 to estimate the learning effect vs. comparable non-learners

Difference-in-differences
Method 2 to estimate the learning effect vs. comparable non-learners
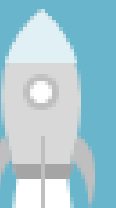
Publish effect sizes
With confidence intervals and subgroup fairness checks

Validate with small A/B test
Do this where it's feasible (e.g., staggered enrollment)

O1

O2

O4

O3

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3 Design prescriptive learning paths & nudges

O1

Assemble modules per persona

For each persona 3–5 modules with the best impact/effort ratio; link to specific on-the-job practice and manager coaching prompts

O2

Add next-best-action rules

E.g., if skill gap X persists, assign micro-module + coaching task
Schedule nudges in the flow of work (calendar/chat)

O3

Prepare enablement packs

Manager scripts, checklists, and "evidence of practice" templates

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4 Deliver & embed in the flow of work

Surface recommendations
Feature them on the LMS home and team dashboards

O1

O2

Automate enrollments
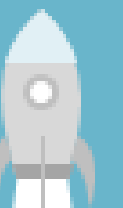Automate where appropriate

Track manager behaviors
E.g. coaching, shadowing, feedback notes
Ensure equitable access across shifts/regions

O4

O3

Integrate with 1:1 agendas
Issue notes to managers

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5

Evaluate, iterate, and scale

Monitor lift vs. matched controls
Plus rating uplift, retention, mobility

O1

O2

Collect qualitative feedback
What helped, where friction remains

O3

Continuous updates
Retire low-signal modules
Boost high-ROI content
Rfine personas/paths
Publish quarterly executive summaries
Expand to new roles

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Evaluation and ROI

Benefits

- Faster time-to-proficiency
- Performance improvement
- Reduced external hiring via internal mobility
- Lower regrettable attrition
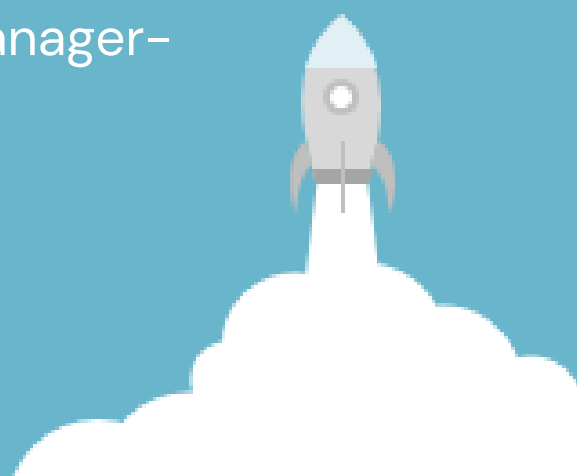- Higher learner/manager NPS

Sample ROI

[(Benefit – Cost) / Cost] × 100
Quantify vacancy cost avoided, performance uplift value, and saved recruiting spend from mobility

Quarterly report

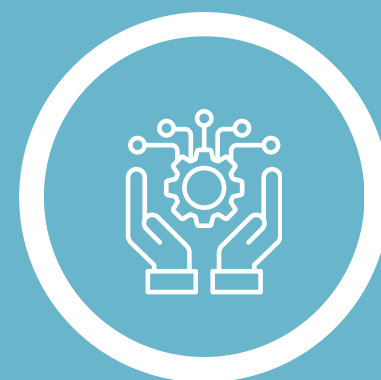Quarterly trend dashboards and executive brief; include fairness access/outcomes and manager-action adherence

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Risks and Guardrails

Causality & bias

Selection effects can overstate impact.
Use PSM/DiD, control for tenure/role/seasonality, and publish effect sizes with limitations.

Adoption & manager enablement

Low participation kills impact.
Embed in flow of work, nudge managers, and track coaching actions—not just completions.
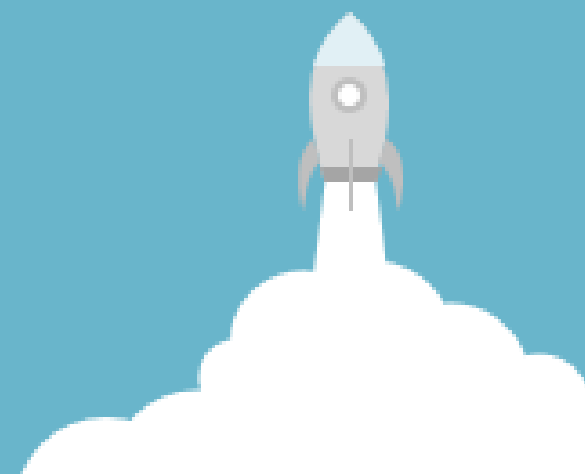
Privacy & ethics

Learning/behavior data can be sensitive.
Obtain consent, minimize/aggregate where possible, and maintain audit trails.

Metric gaming & vanity KPIs

Chasing completions/time-on-course can miss real outcomes.
Pair activity metrics with business outcomes (ramp, performance, retention).

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Quick-start checklist

01   **Prepare**
Clean LMS events + course→skill tags + HRIS join keys
Define outcomes & personas; agree manager behaviors to test
Set up PSM/DiD measurement; baseline metrics & fairness checks

02   **Build predictive models; create impact/lift dashboard**

03   **Prescribe paths & coaching prompts; enable nudges in flow of work**

04   **Pilot with matched controls
Weekly monitoring & mid-course corrections**

05   **Quarterly impact & ROI report**

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Contact Us

Are you struggling with bringing the most value out of your People Data?

Does Predictive Analytics seem like a distant dream?

We are here to help. Send us a message for more information!

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