

*KnowledgeAdvisors
Solutions*



Human Capital Consulting Services

About KnowledgeAdvisors

KnowledgeAdvisors is the world's largest provider of learning and talent measurement solutions. Leading organizations access our measurement expertise and on-demand software to ensure a high-performing workforce. As the thought leader in Human Capital Analytics, KnowledgeAdvisors provides the most comprehensive analytics solutions available. By combining measurement expertise, on-demand evaluation software, and integrated analytics solutions with benchmarking, organizations gain the necessary insight on how to best develop their workforce.

Measurement Solutions

Measurement Strategy Solutions

Strategy solutions help gain support and buy-in for measurement process and technology. A solid strategy solution can legitimize the need for measurement resource allocations.

Measurement Program Solutions

A measurement program is a discrete or recurring event whereby the organization desires data from a human capital and learning function. Measurement program solutions provide technology, professional services, and outsourced enablers to the program to ensure its success. KnowledgeAdvisors assists clients in many measurement program initiatives such as performance appraisals, competency assessments, training needs assessments, and employee surveys just to name a few.

Data Analysis Solutions

Data analysis solutions help organizations take action on their data. Experts in business and statistical analysis are able to decipher complex learning and human capital data sets and make meaning from them. The result is decision-making through data sources.

Education and Development Solutions

Learning and building skills and competencies is the best way to grow your talent in the areas of human capital and learning measurement. KnowledgeAdvisors offers public workshops and private training in the methodology and application of learning measurement and human capital measurement. We take a hands-on approach and provide practical solutions over theory.

Measurement Strategy Solutions

Learning Measurement Strategy

The Learning Measurement Strategy solution provided by KnowledgeAdvisors is comprised of three primary phases: Characterize the Current State; Define the Future State and Establish a Strategy; and Develop an Implementation Road Map.

Characterize the Current State

The objective of this process is to understand where pockets of excellence exist, where development is required and how best to implement the high priority areas. Interviews of key stakeholders and business partners will be conducted, and the KA team will develop an analysis and articulate the business imperative for change and identify opportunities for leveraging existing best practices.

Define the Future State and Establish a Strategy

This phase addresses the realities of the current state and sets goals for achieving the future state vision. Additionally, the strategy must identify how the organization will build sustainable measurement. KnowledgeAdvisors will plan and facilitate a series of meetings to:

- a. Review and validate the current state assessment.
- b. Prioritize development areas.
- c. Develop the future state of the learning measurement vision.
- d. Develop strategic priorities and three-year milestones.

Develop the Implementation Road Map

Upon conclusion of phases one and two, the KA team will guide the development of the project plan and detailed implementation roadmap. Additionally, KA will work with the learning measurement team to define key indicators for success at critical milestones and methods of assessing progress towards the future state.

Measurement Business Case

It is challenging to gain consensus and support for a measurement initiative without a proven business case. KnowledgeAdvisors has the templates and expertise to partner with a human resource or learning organization to prepare a concise one page business case with additional supporting documentation such as a cost/benefit analysis and industry research supporting the linkage measurement has to shareholder returns.

Human Capital Measurement Strategy

The Human Capital Measurement Strategy solution provided by KnowledgeAdvisors is comprised of three primary Phases: Characterize the Current State; Define the Future State and Establish a Strategy; and Develop an Implementation Road Map.

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Human Capital Measurement Diagnostic

The KnowledgeAdvisors team can assist organizations in diagnosing their human capital measurement framework. A series of questions organized around a complete set of human capital processes including talent, performance, learning, recruiting, leadership and engagement will identify the priorities for improvement and provide a foundation for change. This exercise is a great way to highlight where resources need investment to improve specific areas of human capital measurement acumen.

Learning Measurement Diagnostic

The KnowledgeAdvisors team can assist organizations in diagnosing current gaps within their learning measurement framework. A series of questions organized around a complete set of organizational evaluation processes including culture, skills, process, standards & tools, technology, data utilization, leadership, and roles will identify the priorities for improvement and provide a foundation for change. This exercise is a great way to highlight where resources need investment to improve specific areas of learning evaluation acumen.

Baseline Benchmark Analysis

KnowledgeAdvisors has over 500 million learning evaluation benchmark data points ranging from instructor performance to financial return. The database can be used to measure an L&D organization's performance against it for purposes of goal setting and motivating change. A baseline survey is provided and data collected. A scorecard is then used to display results of the organization against the benchmark. The benchmark can be looked at by type of program (ex. leadership program), industry, job function, or program delivery. A follow-up discussion describes the critical data observations and relevant opportunities for improvement.

Measurement Program Solutions

Training Needs Assessments

A critical component to creating learning strategy is to understand current skill gaps and future workforce needs. KnowledgeAdvisors can assist in the design, development, and delivery of a needs assessment instrument to stakeholders. A complete summary report with analysis and suggested actions is delivered so the learning organization can take a data-driven approach to building strategy.

Business Impact Studies

This is ideal for strategic, visible, or costly programs that require a more intense measurement approach. An impact study is a more in depth measurement exercise that is a customized measurement plan for the program to gather data from multiple stakeholders throughout the learning process. Data from the business environment is also captured leveraging KnowledgeAdvisors analytics tools to isolate the learning intervention to produce a detailed report showcasing the quantifiable impact of the learning initiative on the business results and the financial return derived from those results relative to the program cost. (Up to 3 custom business results can be identified)

Statistical Business Impact Analysis

A Business Impact Study using statistical correlations and regressions to analyze the relationship between survey data collected and outcome variables. (Up to 3 custom business results can be identified)

Stakeholder Satisfaction Surveys

Measuring the stakeholder experience is important to a learning organization and to the business in general. KnowledgeAdvisors solutions can assist in measuring customer satisfaction relevant to learning or any other customer-focused initiative. We can assist in the design, delivery, data processing, and reporting of the results removing your organization from the administrative burden of this process while pinpointing the key results from the survey.

Employee Satisfaction/Engagement Surveys

Employee surveys are used by world-class organizations to monitor the employee environment. However, it is not just about satisfaction but also encompasses key enablers that have proven to be factors for high performing workforces. These enablers solicit employees' opinions on attributes of value their management, their department and the executive team have from their vantage point as well as similar rating on organizational readiness, employee climate, and employee engagement. Analysis of this information by demographics provides a wealth of rich data for taking very specific actions in workforce change.

Competency Model Development

Organizations often times spend several years designing competency models that are too complicated to execute. In addition, once the validated model has been designed (sometimes 3 years after the project launch), the organization has changed so drastically, the model is no longer appropriate. KnowledgeAdvisors will work with a key stakeholder team to identify the Mission, Vision and Values of the organization and design an easy to use/implement competency model.

Through an iterative process, the key decision makers will walk out of the session with a competency model ready to be implemented across the organization.

Competency Assessment

A standard set of employee and manager competency evaluations can be used to quickly gauge skill gaps by department, job level, business unit or any demographic profile of your employee population. A set of thirty one core competencies ranging from conflict management to entrepreneurship are used and can be benchmarked internally or externally. KnowledgeAdvisors can also collaborate with your organization to improve existing competency models within the organization develop a customized competency model specific to the organization that can be analyzed against goals for competency levels for gaps.

Testing Services

The ability to measure the knowledge or skill gain before vs. after a learning program can ensure the program is transferring the right knowledge and skills. KnowledgeAdvisors solutions can assist in the design, validation, and administration of the testing instrument. An easy to read report showing the pass rates for the test and the scored tests themselves saves time and costs in testing administration allowing the learning organization to focus on taking action from the test results.

Multi-Rater Assessments (Performance Appraisals, 360's)

A multi-rater assessment is a best practice measurement exercise to solicit feedback from a diverse group. Multi-raters (sometimes known as 360's) have a variety of applications including performance appraisal and competency measurement. KnowledgeAdvisors team of experts can assist in the design, development, delivery, reporting and analysis of these programs. We can also provide complete outsourced solutions including the dissemination of an employee feedback report that a manager can use to go through the employees blind spots and hidden strengths. Additional services to prepare raters for the process and to coach managers in the employee review are also valuable tools.

Conference and Meeting Measurement

All organizations engage in multi-session meetings. KnowledgeAdvisors offers self-sufficient technology to measure meetings and conferences and view their individual sessions and tracks that aggregate to an overall score. KnowledgeAdvisors can also manage the measurement elements for the conference and upon receipt of a conference schedule, can design and set-up the measurement plan, collect the data, issue results to presenters and summarize the conference value for its planners. An ROI analysis and a benchmark of other conferences may also be included in the technology or solutions engagement.

Custom Benchmark Project

KnowledgeAdvisors has professionals that can facilitate an objective benchmark process to help organizations gather quantitative or qualitative business intelligence from other organizations in a non-competitive and non-threatening manner. Our team will provide a list of possible participating organizations, craft benchmark data collection and interview instruments, coordinate a data collection campaign and provide a report summarizing the benchmark organization's best practices for the sponsoring organization.

Custom MTM Benchmark

KnowledgeAdvisors will develop a customized benchmark in Metrics That Matter, based on an agreed upon criteria.

Change Management Plan

A key area of need is with moving the organization to a new process or strategy. Measurement is also stressful because it involves performance and behavior change. KnowledgeAdvisors offers assessments to measure the readiness for change as well as the experts to help build change management strategies to make your measurement culture or measurement program accepting of the change. Includes a communication plan.

Communication Plan

In the context of a broader project such as MTM implementation or Strategy Implementation KnowledgeAdvisors conducts focus groups/meetings with Sponsor/L&D Leaders to determine key communication audiences. Focus groups include up to four (4) meetings to determine:

- Communication audiences appropriate to project
- Communication needs of each audience
- Best approach to fulfill communication needs of each audience

Scrap Learning Reduction

Most organizations see over 55% of learning investments not optimally applied on the job. KnowledgeAdvisors can quantify the scrap learning within an organization and identify the causal factors of the scrap.

Response Rate Optimization

The key to any survey initiative is to maximize response rates. KnowledgeAdvisors can measure the current response rates within an organization and document the 'As Is' process for collecting data. A revised process with specific suggestions to increase response rates results from our Response Rate projects.

Data Analysis Solutions

Dashboard Analysis

Analyze data in an MTM dashboard on a periodic basis. Additionally, a 90 minute call will be conducted using a Power Point presentation for the audience of your choice to further communicate data analysis findings.

Statistical Impact Analysis

KnowledgeAdvisors will run a correlation or regression analysis to statistically determine the relationship between information we receive from the organization and business results data. The strength of how much each talent area impacts the bottom line may differ from organization to organization, so it is crucial to statistically determine which human capital areas influence the bottom line the "most".

Causal Modeling

Expert Ph.D. resources are applied to identify data within the organization in multiple human capital processes. Leveraging advanced quantitative methods, a causal model is created with a causal map produced to clearly identify how one component of human capital is related to another. The strength of the relationship is also documented. This allows an organization to better plan investments knowing the impact they have on other areas of human capital and the total workforce plan.

Periodic Scorecard and Analysis

KnowledgeAdvisors will work with you to demonstrate the value of learning measurement efforts through periodic summary reporting. Typically occurring quarterly, KnowledgeAdvisors will analyze your data and communicate key findings through a scorecard report. Additionally, a 90 minute call will be conducted using a Power Point presentation for the audience of your choice to further communicate data analysis findings.

Reporting Strategy and Configuration

Our reporting strategy services will help you plan your approach for getting the most out of your Metrics that Matter data.

- Understand your goals and key audiences
- Determine KPIs and key decision making data for each audience
- Determine which Metrics that Matter reports facilitate those decisions
- Set up automated reports in Metrics that Matter (outsourcing option)

Learning Dashboard Development, Configuration & Analysis

Our MTM dashboard development configuration services help organizations design a dashboard that addresses the specific needs of your organization.

- Understand your goals and key audiences
- Determine KPIs and key decision making data for each audience
- Determine which dashboard widgets and groupings are most appropriate
- Set up and configuration of widgets (outsourcing option)

Human Capital Integrated Dashboard

The human capital integrated dashboard solution helps customers design, develop, test, and maintain a consolidated and visual view of key human capital metrics. This solution includes five key stages: Design KPIs and Design Prototype; Configure the Dashboard and Input Data; Design, Develop, and Test Integrations; and Maintain Dashboard and Integration Process and Toolset.

Survey Validation

To understand the reliability and validity of any survey, a psychometric analysis should be performed. Analysis including descriptives, correlation, regression, factor analysis, and/or internal consistency are used to examine each question's impact on the survey. Paired with theoretical considerations, a final product of a streamlined, reliable survey is delivered with recommendations to improve interpretations.

Education and Development Services

Learning Analytics Training Workshops

A half, full or 2-day workshop that educates learning and development professionals on making the process of learning measurement practical, scalable and repeatable. An overview of business trends toward measurement and a discussion of measurement methodologies are discussed along with real world examples of organizations that have created comprehensive measurement solutions without significant cost, time or people. This is a great workshop to build consensus and increase confidence and comfort toward learning measurement and evaluation. A similar workshop is available specific to Metrics that Matter® technology users.

Human Capital Analytics Training Workshops

A half, full or 2-day workshop that educates human resources and talent professionals on identifying the core processes that define human capital. A discussion of each process, its key performance indicators, and sample measurement instruments are used in this hands-on workshop. This is a great workshop to understand more than just the strategy of why measurement of human capital is important but looks at how a practitioner can do it in a practical yet credible way.

Data Analysis Workshops

A half, full or 2-day workshop that educates a learning or HR practitioner to use data for decision-making. It begins with readying data for analysis. It then explores how to use basic statistics to analyze data. Finally it looks at how to use business reasonableness in data analysis including keys to actionable data.

Coaching

The field of Human Capital analytics is broad and ever changing. KnowledgeAdvisors has a wide variety of staff with expertise in topics ranging from survey design to ROI analysis. KnowledgeAdvisors offers expert coaching sessions on topics that will help you increase your knowledge and skills in a number of hot topic areas. Some standard coaching areas include:

- ROI Analysis
- Benchmarking
- Pivot Tables
- Response Rates
- Dashboards & Scorecards
- Mapping Reports to Stakeholder Needs
- Data Analysis
- Data Visualization
- Tracking Actual Business Results in Metrics that Matter
- Articulating Business Impact
- Survey Design
- Change Management

We can also customize any coaching session based on the specific needs of your organization.

On-Site Metrics that Matter Optimization

In this one or two-day on-site training event a KnowledgeAdvisors expert will come to your organization and work hand-in-hand with your Metrics that Matter team to optimize the use of the many reporting and data analysis tools available. Prior to the visit a KnowledgeAdvisors expert will work with you to determine the appropriate agenda, but each visit will include the following sessions at a minimum.

- A group session covering the “top ten” reports for your organization
- One-on-one or small group “ask the expert” sessions to cover personal Metrics that Matter questions

Contact Us

For more information on our expertise, solutions, workshops and webinar series, please visit www.knowledgeadvisors.com.

Call or email us at 1 (800) 561-3341 or solutions@knowledgeadvisors.com.