

If L&D could do the analysis piece well, evaluation would be easy?

I think a large number of L&D professionals do not have the tools to do the analysis piece well and so dive into solution mode too fast. They need courage to slow the process down and analyse first, design later. Then evaluation would be easier imho.

by Krys

In short, Analysis and Evaluation are not one-time Beginning and End project activities. Hello Agile.

<https://vimeo.com/album/4387285> hide

by Nick

Agree Nick completely with the AGILE. From what I observe, some people in L&D are not doing it al... [more](#)

by Krys

In my mind analysis and evaluation are two separate things. For example, you could take the most perfect consultative approach, co-create the most perfect solution...then folk need to want to change....to do 'it' or learn 'it'. Whatever 'it' is...what happens next about impact and value is messy. Could be that the system, organisation, team or individuals don't embrace your perfectly consulted, analysed piece after all. When it got down to it, it was too tricky....

Of course then there's the argument that maybe the analysis was wrong then and you ought to be focusing elsewhere if can't be done. I think it's more like a vicious circle...round and round we go....

By Jayne

That's where you have to do the analysis in partnership with stakeholders, so if things change as you are going along, you take them with you. We have to move away from L&D doing things to people or in isolation and work in the business for the business. L&D need to get nosey about what is going on all over the place and join the dots, so that when analyzing they are really getting to the nub AND they are working in line with business priorities.

There is an inexorable link between analysis and evaluation. If there is no analysis to identify business outcomes, there is no way to determine what aspects of performance you need to change and therefore no way to determine what they need to learn/do and no way to measure the impact.

By Krys

I shall move away from my soapbox now..... slowly.....

I agree, proper analysis would make evaluation easier...not easy but easier. Without taking the time to think about what you want the outcomes to be, it

would be more difficult to evaluate if the intervention has had the desired impact.

Working alongside other stakeholders is vital too! The difficulty there is with culture i think, if historically your L&D function have done the order taker bit then you're maybe less likely to have access to the stakeholders who it would be most useful to connect with. Like you said Kry's we've just got to get more nose and be persistent in asserting how we can support the business.

By Lorna

I'm all about the 5 moments of need for pre analysis right now. We'll talk solutions after! <https://appliesynergies.com/methodology/>

By Jeff Kortenbosch

In my experience sometimes stakeholders believe they know the problem they want to solve & they are quite articulate in describing this. It's only when you start asking some pertinent questions that you get under the surface to what's really going on. It can be challenging pushing back on stakeholders who tend to want everything sorted quickly & think because they've talked you through the challenge & sent you the link of a glossy looking course, their problem will be solved. I believe that building a relationship with your stakeholder is key & using a consultative approach is essential to coming up with the right solution. Some L&D functions are measured by bums on seats & level 1 feedback scores & not business outcomes hence why it's not happening. Until measures are around strategic business outcomes which means L&D absolutely need to develop strong consultative skills, it's not going to change. We need to keep beating the consultative drum & demonstrate the value of being a bit more pragmatic in our approach.

By Gina

Good point Gina. We need to keep beating that drum but also consulting with multiple stakeholders (a triangulation approach) to get a fuller picture.

By Kry's

I may be wrong Jeff but it feels like there is a bit before the 5 moments when the organisation is saying "we need to change....." so don't you need that before you can match up what sort of need the learners have?

By Kry's

Yes you do, the analysis phase of 5mon looks at the performance issue the organization tries to address. Gina is absolutely right and the 5mon methodology has been an amazing help getting my stakeholders on board.

By Jeff

I strongly prefer the 'performance detective' approach as shown in the new 70:20:10 book by Jos Arets, Vivian Heijnen and Charles Jennings. It gives the tools and approaches to do a methodic thinking process (step by step) for the

analysis part. In my ideal world not only L&D professionals are capable of doing this analysis but also 'first line' HR consultants working with managers to discuss and analyze human performance issues. Even better: managers can do so. During the last 17 years when I facilitated 'management training' the performance analysis (the level of the performer in Rummler's 9 field analysis) was included.

By Ger Driesen

Secondly....been mulling. There's something about personal/organisational agency/responsibility here. Not sure I can pin it down. ...Needs more thought.

By Jayne

L&D professionals do have the tools if they want (or have a proper education) - for me the Performance Detective role in the new 70:20:10 book is the best way to go (based on Rummler). And indeed: if you have a good analysis the evaluation part is much easier.

By Ger Driesen

In my opinion L&D professionals should do the analysis together with stakeholders (managers, learners) to have a common understanding of the issue at hand. The L&D professional should facilitate the process and deliver the method. If that works indeed evaluation is easier and can also be a joint effort of L&D together with other stakeholders (managers, learners).

By Ger Driesen

I once learned from a Japanese manager - he always said: the cooking needs longer than the eating. In this case: the analysis needs longer than the design. A good, deep analysis gives so many clues for the best design - you can't do without.

By Ger Driesen