

Measuring training effectiveness and business impact provides oversight to enable CL&D to ensure its learning programs meet expectations and needs of learners and the business.

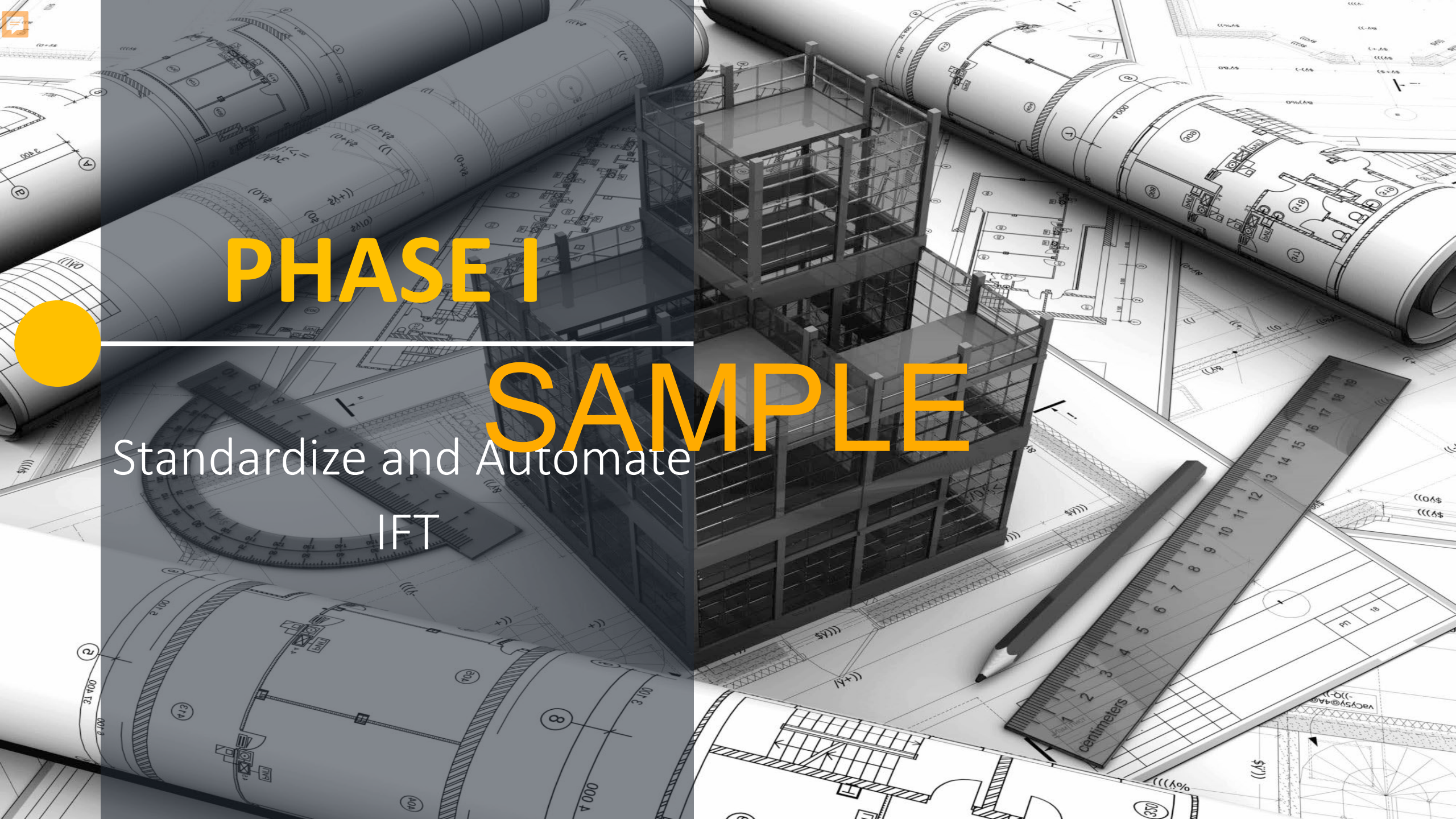
SAMPLE





“If we measure the wrong thing, we will do the wrong thing. And this principle can be true for L&D if you're using the wrong metrics. In other words, what we measure will affect what we do.”

Joseph Stiglitz, Nobel prize-winning economist



PHASE I

SAMPLE

Standardize and Automate
IFT



Automated Processes

Standardized Measurement



Process



**Provided Timely
Reporting**

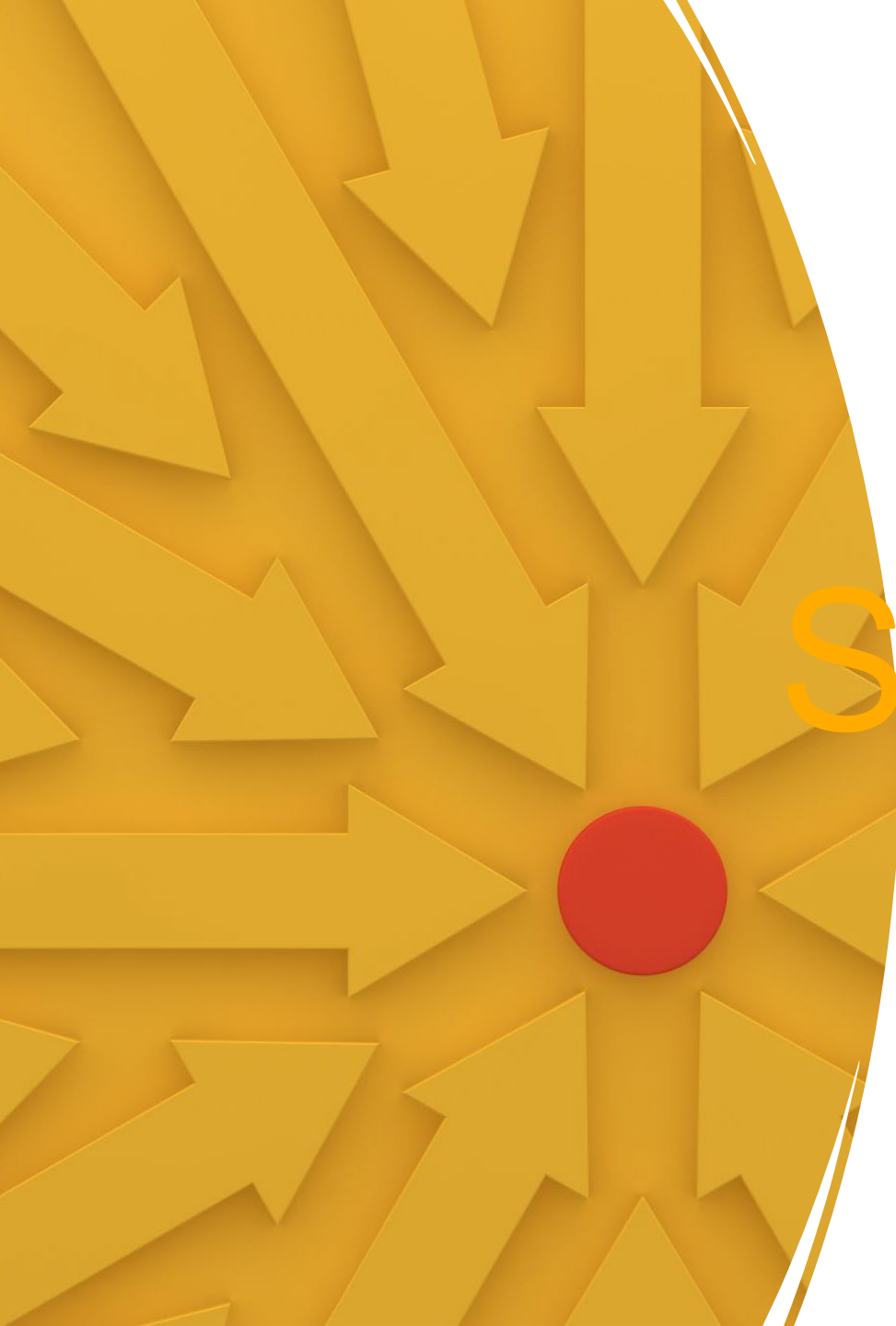


**Curated High-Gain
Questions**



**Expanded Measurement
Capacity**

SAMPLE



MILESTONES

- SAMPLE**
- **Developed curricula to increase foundational measurement knowledge**
 - **Built a framework to guide individuals through the change management continuum**
 - **Created an IFT survey template that simplifies the targeting of key measures**
 - **Introduced the IFT Dashboard, which provides dependable and consistent data visualization for reporting on our cornerstone events**



PHASE II

SAMPLE

Extend Standardization,
Communication and
Socialization



EXTENDED MEASUREMENT

Elevated Measurement
Proficiency Levels beyond IFT
to Recurring Meetings



CURATED QUESTION SELECTION

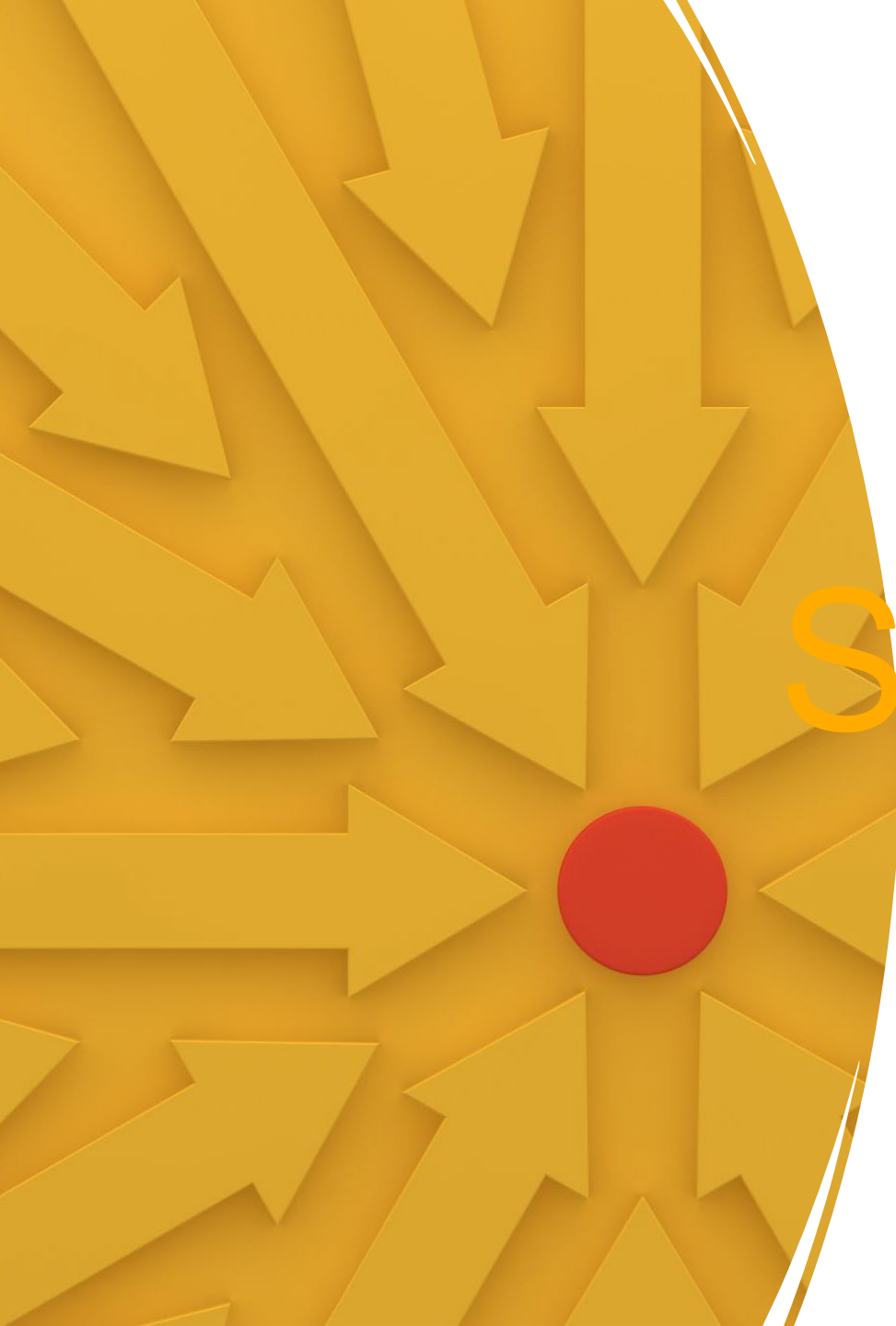
Enabled TMs/POs to select
questions of their choosing



MEASUREMENT CULTURE

Influenced the data-driven
culture, Takeda seeks

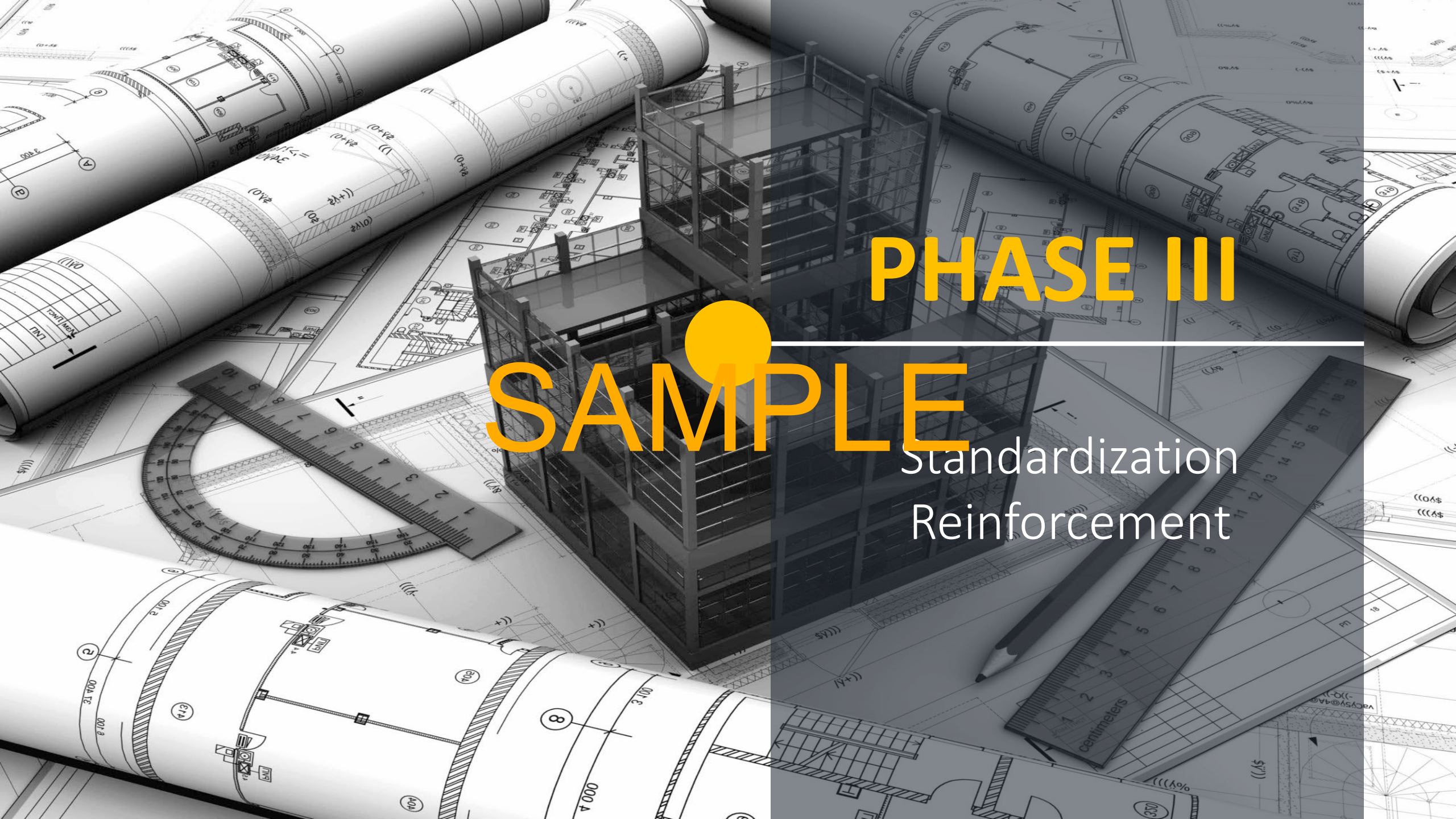
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MILESTONES

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- Launched QUEST training
- Updated infrastructure
- Launched Question Selection Tool
- Launched Recurring Meetings Dashboard
- Created Recurring Meetings Survey Template

The background of the image is a grayscale photograph of architectural blueprints. Several sheets of paper are unrolled, showing detailed technical drawings of a building's structure, including floor plans, sections, and elevations. A 3D wireframe model of a multi-story building is superimposed over the center of the blueprints. The model shows a rectangular footprint with internal structural elements like columns and beams. A yellow circle is positioned above the word 'SAMPLE'.

PHASE III

SAMPLE

Standardization
Reinforcement



INFRASTRUCTURE

- Learning Record Management
- Compliance



APPLICATION

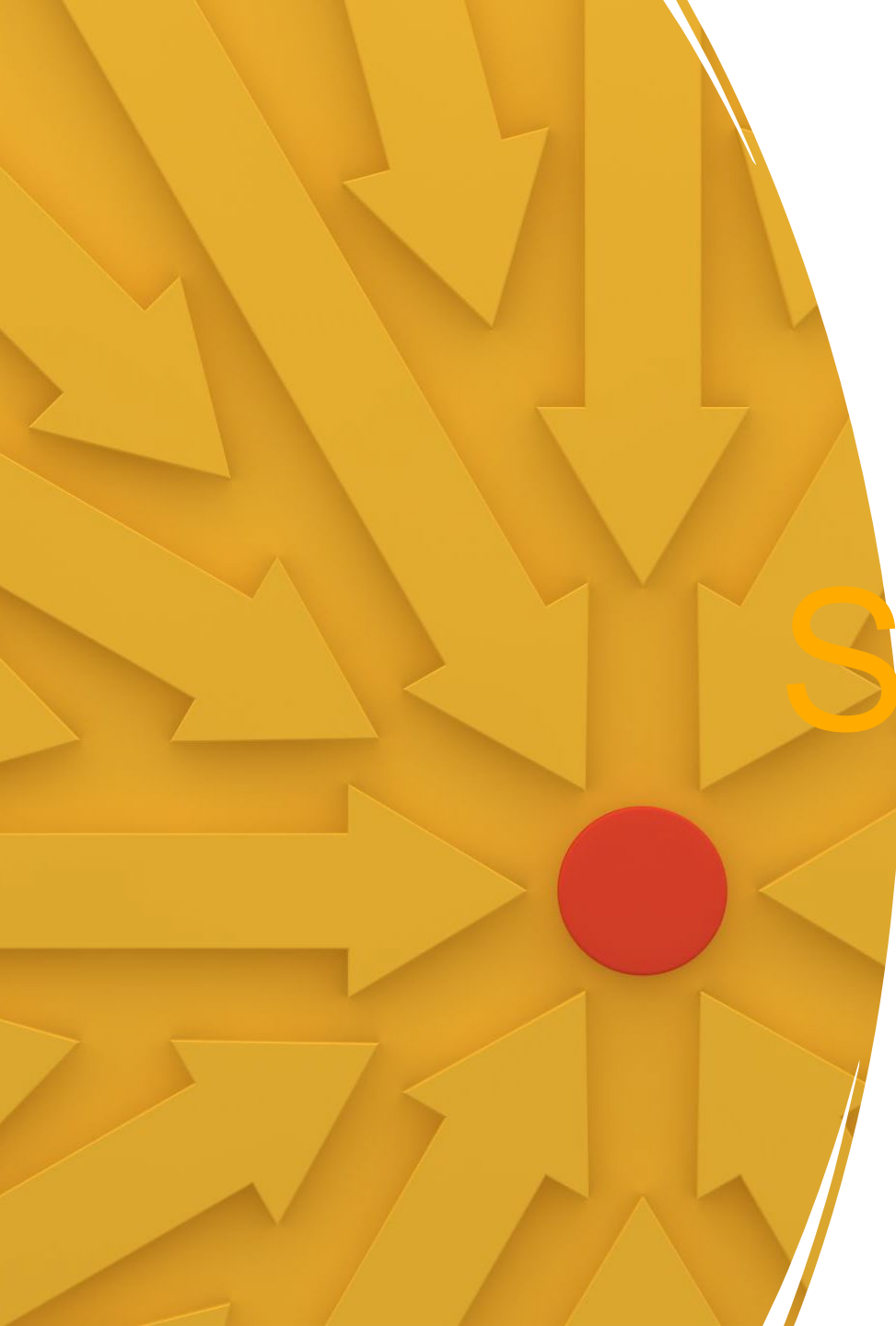
- Upskilling of data insights and analysis capabilities
- Thinking beyond “surveys” to additional sources of data
- Measure first, design second
- Developing learning with evaluation in mind



MAINTENANCE & SUPPORT

- Follow-up to support users and identify any issues with process, technology, etc.

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TARGET MILESTONES

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- Complete catalog of ME&R training
- Audit and develop bull-through learning
- Conduct IFT Measurement Standardization Focus Groups
- Pilot QUEST for Recurring Meetings
- Initiate measurement reporting for Recurring Meetings
- Assess and revise procedural documents as required



THANK YOU FOR WATCHING!

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