

Inappropriate criteria and metrics. In each of these cases, the only thing that was tracked was volume over a period of time. None of these measures tracked if costs were eliminated, avoided, reduced, or shifted to other parts of the organization, and as a result, management got a distorted picture of what happened. For example, new checking accounts may have been opened, but if the balances were low, the cost of servicing those accounts was not recovered, thus increasing overall costs. The bank should have used other criteria that are better indicators of business results.

TECHNIQUES:
MORE

It takes more than two sources of measures to get an accurate picture of what is working and how well it is working. Therefore, find out:

- Whose needs are being met by the current mode of measurement
- Why the client chooses to use certain criteria and metrics
- How the picture would change if different criteria and metrics were used
- What other criteria or metrics could be added that would give a more accurate picture of the situation
- How you can capture the information you need in a reasonable and cost-effective way

FIELD NOTES: MEASURING THE SUCCESS OF A BLENDED LEARNING SOLUTION



Before she joined the firm, Deborah's department had contracted with a vendor to develop a Web-based component for training new employees. The company asked Deborah to prove the investment in the component was worth it. Deborah learned that the new training program was nine weeks long, that on average eight hundred to nine hundred new employees were trained annually, and that forty-five full-time trainers were dedicated to delivering the training. The initial investment for the Web-based component was \$1.2 million. The promise made to management was that the Web-based component would shorten the time required for training new employees. What had happened instead was that the length of the training got longer by two weeks, not shorter.

Deborah knew that the length of the training program was only one measure of its success. A second measure could be the overall cycle time it takes to bring a new employee to proficiency. A third measure could be how the Web-based component affected the indirect costs of the center. Deborah began her search for the other measures. She learned that: