

# Strategic Questions for Learning Initiatives

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Whether or not an organization adopts the fundamentals of the balanced scorecard, everyone benefits from taking a more strategic approach to learning. The key to being more strategic in your learning decisions is to ask the right questions. Here are some questions that will help you align learning to business objectives, create learning metrics and focus your learning investments on what matters most.

*"Everyone benefits from taking a more strategic approach to learning."*

## Focusing learning investments

- What is the estimated cost of this initiative?
- What is the risk that this cost will be exceeded?
- Is the money being spent on this initiative the best use of the funds, or is there a better way?
- What financial return do we expect to achieve as a result of this initiative?
- What financial losses do we hope to avoid as a result of this initiative?
- Who will benefit directly from this learning initiative? Who will benefit indirectly?

## Aligning learning to business objectives

- What is the strategic goal that is addressed by this learning initiative?
- How do we believe this learning initiative will impact the organization's objectives?
- How will this learning initiative impact the ability of people to achieve the company's mission and live the organization's values?
- How does this learning initiative align with the learning strategies of the organization if learning strategies exist?

## Creating learning metrics

- What is the existing level of performance that relates to this proposed learning initiative?
- What data will we look at to determine if this learning initiative has had an impact?
- How reliable is this data? What improvements need to be made?
- Is this the best way to measure the results of this initiative? What else can we measure?
- How often will we need to measure to provide a true reflection of results?

