



Demonstrating Impact

From Anecdote to Evidence: A Modern Framework
for Predictive Learning Measurement

2025 Actionable Insights



Letter from Chris

Measurement, Reimagined

I've always believed in the transformative potential of leadership development. But transformation without evidence - insight without accountability - is vulnerable to erosion (and skepticism).

For years, our industry has struggled with a simple but essential question: "How do we know it worked?"

Too often, we measure the beginning (feedback form) and try to measure the end (KPIs). If we measure the time between, we rely on anecdotes, low-response engagement surveys or inconsistent performance reviews.

And yet, it's in this messy middle - the place where participants are applying what they learned (or not) and improving behaviors (or not) - where change actually happens... Or doesn't.

The behavior change layer makes or breaks the efficacy of a program. And it's typically where we have the least visibility.

Despite running a behavior change measurement company, I'm not suggesting that behavior change is the goal.

But it is the bridge.

Behavior Change Measurement is the link in the chain that connects what happens in the training room and what shows up on the company scorecard.

For some, this report introduces a new approach to measuring the impact of learning programs. One rooted in real data, measured sequentially, and aligned to the business outcomes that matter.

The change system you're about to explore is built on three tenets. To accurately and consistently assess the impact of a learning program:

- 1. We must know where we're going.**
- 2. We must measure the right things at the right time.**
- 3. We must speak the language your audience cares about.**

In these pages, you'll find detailed processes and new opportunities. We'll explore how early signals - like daily check-ins or peer reviews - can act as predictive indicators of long term impact.



And how mapping outcomes from the start creates not just accountability and better sustainment, but storytelling clarity that matters to business leaders.

This isn't about abandoning the human side of learning. It's about making the change real - demonstrable, repeatable, and scalable.

This is the 7th report of this kind that we've produced.

The analysis involved - like the six times before it - surprised me with new insights; new clarity.

Producing and sharing these reports is a joy and a privilege. Now, more than ever, the role of the facilitator is critical in helping people navigate the deep levels of uncertainty and overwhelm.

As always, take what's useful. Leave what isn't.

And above all, keep leading with clarity.

Your work matters.

Chris Taylor





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The Three Tenets of Learning Impact Measurement

A Framework for Meaningful Measurement

“A clear theme emerged among measurement and evaluation presentations at ATD25 this year... Recommendations and best practices suggest that instead of measuring if we WERE effective, the future of measurement lies in predicting if we WILL BE effective.”

- Dr. Alaina Szlachta

The future of learning measurement is predictive.

That future rests on three foundational principles:

1. Know Where You're Going

You can't assess progress without a destination. Mapping behaviors to organizational priorities gives context, clarity, and coherence.

2. Measure the Right Things at the Right Time

KPI Outcomes lag behind behavior change. Behavior change lags behind learning. The real signal is in the early data - commitment, reflection, observable change - captured in sequence.

3. Speak the Language Your Audience Cares About

Leadership doesn't respond to learning metrics. They respond to business metrics. Behavior change data must translate into KPIs, strategic themes, and performance indicators that matter.

This report is structured around these three tenets. Each one provides models, evidence and - where appropriate - links out to more fulsome training on how to put them into practice.





Where the Data Comes From

The evidence provided in the following pages pulls from [Actionable.co](#)'s behavior change data set. For the purposes of this report, we analyzed 30,142 behavior change commitments from 3,276 corporate learning sessions that took place from January, 2023 through June, 2025.

There are 782 organizations included in this study, from private companies, public companies, government and not for profit organizations.

The data set includes behavior change commitments from participants in Australia, Brazil, Canada, Colombia, Denmark, France, Germany, Great Britain, India, Ireland, Italy, Japan, Kenya, Kuwait, Malaysia, Philippines, Spain, Sweden, United Arab Emirates, and the United States.





Know Where You're Going

The Impact Value Chain



Know Where You're Going

The Impact Value Chain

To measure progress, you need a map.

Not just a training/content map, but one that zooms out to consider the purpose of the learning sessions in the first place.

- *What metrics are we trying to impact, and why?*
- *What behaviors need shifting - and for whom - to impact those metrics?*
- *What learning interventions provide the most efficient way to inspire those behavioral shifts?*
- *What systems can we put in place to ensure “inspiration” converts to lasting change?*

Since you're reading this, those questions (and others like them) are unlikely to be revolutionary for you.

The challenge, of course, is that while they're easy to ask, they can be incredibly difficult to answer cleanly.

While not a silver bullet, we've found two tactics consistently fill in the blanks:

Impact Discovery Questions™:

4 simple questions that (a) drive alignment amongst internal stakeholders, and (b) help us “know what we don't know.”

The Impact Value Chain™:

A simple visual map that aligns everyone on how the program drives business impact and why each part matters.





Impact Discovery Questions™

Impact Discovery Questions™ are an effective sales tool - whether you're an external vendor pitching a learning program or an internal champion working to secure program approval. They work because they're simple, yet force a set of decisions:

1. **Is the goal to drive change?**
2. **What does good change look like?**
3. **Why does that matter to the organization?**
4. **How does that stack up in terms of current priorities?**

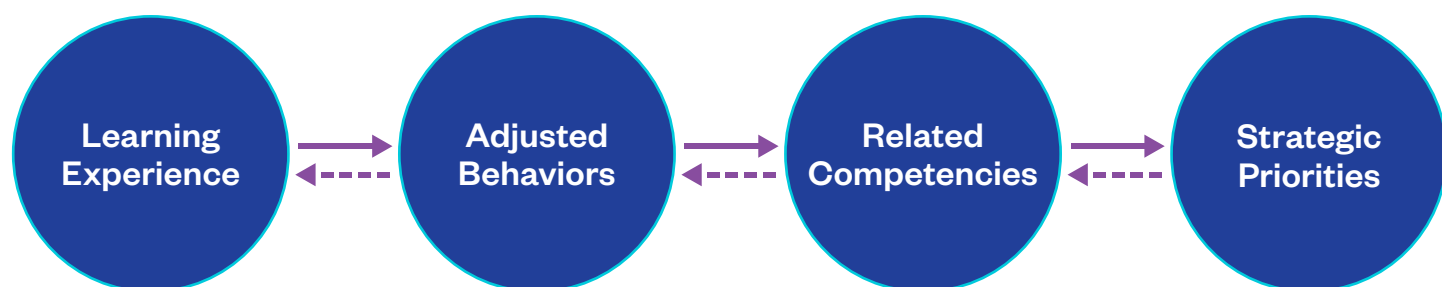
Once you have answers to the Impact Discovery Questions™, you'll want to plot them on the Impact Value Chain™ to create a referenceable map so everyone's clear on what the program is designed to achieve and why, which takes us to our next section.

Go Deeper: We covered the specific language and flow of the Impact Discovery Questions in a free training designed to help you improve the effectiveness of your discovery meetings. [You can grab the 22 minute video and workbook here.](#)



Impact Value Chain™

The **Impact Value Chain™** is a clear, visual sequence that connects learning activity to organizational outcomes:



If this doesn't look like your typical workshop flowchart, it's because it's not.

The Impact Value Chain™ reflects what happens *after* a learning experience.

The focus goes into the participant experience and/or content covered; Most program design focuses primarily on the flow within the session.

But when learning is explicitly tied to desired behaviors, and those behaviors are mapped to competencies and KPIs, we gain three powerful benefits:

- 1. Clarity:** We know what we're trying to change, *and more easily secure budget.*
- 2. Focus:** We prioritize the learning that drives the change we most care about, *and get less push-back on program design specifics.*
- 3. Alignment:** We get greater participant buy in.*

*For most people, this is the unexpected benefit of mapping to the Impact Value Chain™; this process actually drives greater participant engagement and follow-through.

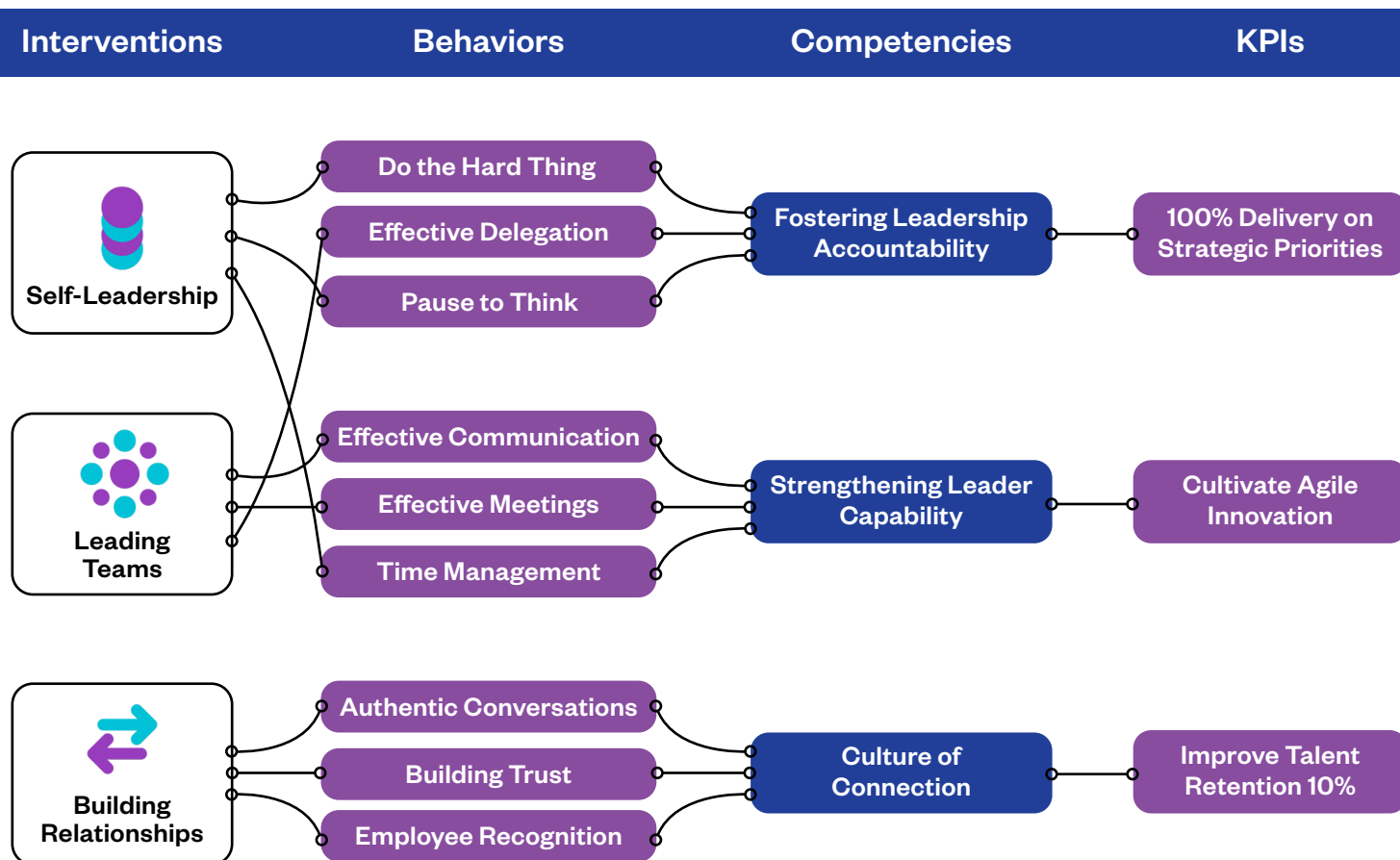
Programs that leveraged the Impact Value Chain™ experienced 9.6% greater behavior change commitment from participants. That effect was compounded by the 9.7% increase in participant behavior change engagement post workshop.

The Impact Value Chain™ in Action

Here's an example of how the Impact Value Chain™ plays out in real life.

The client had a number of Strategic Priorities they were focused on. With their consultant, the HR team mapped the competencies they believed they needed to develop to support those strategic priorities. Each Competency had a number of identified behaviors - things that could be practiced daily. Then, the learning sessions (workshops and group coaching sessions) were designed specifically to provide a “how” and “why” for a subset of those behaviors.

Sample Impact Value Chain™ Map



Programs that start with mapped behaviors - and track self-reported progress against them - create a clearer throughline to impact. Everyone knows why each module matters and who should experience it, based on the objectives of the business.



Measure the Right Thing at the Right Time

The Time Lag Problem Part 1: Validation



Measure the Right Things at the Right Time

The Time Lag Problem Part 1: Validation

In nearly every leadership program,

there's a gap between when someone learns something and when that learning affects business outcomes.

That's the **Time Lag**: the delay between *inspiration* and *quantifiable performance shifts*.

We counteract the effects of the time lag by measuring what happens between inspiration and KPI. In other words, we measure behavior change; both self-reported and observable.

There are three measurable layers to proving the impact of corporate training programs:

- **Self-Reported Change** (What the participant believes they're doing)
- **Observable Change** (What others notice)
- **Business KPIs** (What's visible on the organization's scorecards)

These are not redundant signals - they are sequential. Each one sets the stage for the next and is most useful when measured at the right time.

- **Self-Reported Change** - measure for 20-30 days following a learning session.
- **Observable Change** - measure 30-60 days after a learning sessions.
- **Business KPIs** - start measuring immediately after a learning session, and look for lagging correlation for the 3-9 months following the session.

There are three phases to overcoming the Time Lag problem:

1. Capture Self-Reported Change Immediately
2. Validate self-reported behavior change with observable change 30-60 days later.
3. Link Self-reported and Observable Change to Business KPIs each month after the learning intervention.

The following pages explore each in detail.





Step 1: Capture Self-Reported Change Immediately

Self-reported progress data gets a bad rap. And it's true - on its own, it's not particularly useful in analyzing the long-term business impact of a training program.

There are, however, three factors that make self-reported behavior change incredibly useful, so long as we acknowledge where we're at in the measurement journey:

1. Most behavior change starts between the ears before it's ever observable to others.
2. Initial change efforts are fragile. Most participants need to feel a sense of progress and growth in order to stick with their change intentions for the long haul.
3. Most people get worse before they get better (what [Broadwell & Burch](#) refer to as "conscious incompetence.")

When we consider those three factors, the *only* valid measurement in the early days of change is the self-reported. Then, when self-reported change gets linked with observable change, we start to develop a reliable narrative around the behavior change impact of specific learning interventions.

*Actionable's Habit Builder was created specifically to capture and support self-reported behavior change. (Learn more at actionable.co) Other methods include daily check-ins (automated or manual), online journaling or team accountability "leaderboards". However you choose to capture self-reported behavior change, you want it to be something that helps the participant achieves their goals **and** records progress to ensure longevity.*





Step 2: Validate Self-Reported Behavior Change with Observable Change 30-60 Days Later

As noted earlier, observable change is most effectively done *after* self-reported.

Several forms of observable change are already in practice, the most popular of which are 360s and Manager evaluations.

However, most of these tools are labor intensive and viewed with a degree of suspicion or anxiety, as they suggest performance appraisal. They happen infrequently and with an element of performative posturing.

They also tend to be perceived as an “ask” of the employees (both assessor and assessee).

We’ve found that a lighter touch from an accountability partner - specifically an accountability partner selected by the participant - to be a more effective (and more welcomed) form of observation.

Accountability Partners serve two important roles in capturing the full story of learning impact measurement.

First and most obviously, they provide external validation of self-reported progress. Interestingly, we’ve found there’s a 93% correlation between the ratings a participant gives themselves and the objective analysis of the Partner.

		Participant Rating Change									
		0	1	2	3	4	5	6	7	8	9
Buddy Rating Change	9		4					4	2	13	10
	8						4		9	17	2
	7	4		4	6	5	31	14	25	8	13
	6	5	7	21	10	18	28	21	30	14	3
	5	6	5	16	29	79	99	56	50	24	17
	4	11	26	50	88	167	137	59	46	23	16
	3	32	63	126	255	209	130	89	62	30	7
	2	40	106	336	324	212	176	86	72	41	11
	1	117	244	348	369	253	119	111	61	26	18
	0	192	220	325	267	229	168	76	67	35	45

Each box shows number of commitments





The consistent alignment between self-reported and partner-observed ratings supports self-reports as an early, reliable indicator of training effectiveness.

Secondly (*and as we'll dive into in more detail on [Page 21](#)*), having an Accountability Partner act as external validation also increases the likelihood that the participant sticks with their commitment and realizes lasting change, (*by a substantial margin, as we'll explore*).

This second benefit raises an interesting discussion around the “purity” of someone close to the participant assessing their improvement. Some might argue that the data is skewing any assessment of the training itself. To which, I would suggest, they're missing the point.

The goal is not “effective training”. The goal is to realize the behavior changes required to achieve the stated business outcomes. And if Accountability Partners play a role in achieving that outcome, I suggest we should embrace the system that works.

Go Deeper: Want the quick training on how to activate Accountability Partners in your programs? Access the 4:34 video and worksheet [here](#).



Step 3: Link Self-Reported and Observable Change to Business KPIs each month after the learning intervention

Depending on the nature of the behavior changes, existing internal measurement systems and the frequency of those measurements, it might be months before we're able to connect self-reported and observed behavior change to a business scorecard.

But that doesn't mean it's impossible, and it doesn't mean it's not worth doing.

The final major section of this report - Speak the Language your Audience Cares About ([p27](#)) gets deeper into "how" to organize the data to tell a robust and insightful impact story.

With regards to timing (the key thrust of this section), it's important to (a) identify an *internally* measured metric, (b) know the pre-existent baseline score for that metrics, and (c) measure it post engagement at regular intervals; as frequently as monthly if possible.

An example:

A client of Lee Hecht Harrison's (LHH) came to them for a leadership program after a merger.

LHH designed the program using the Impact Value Chain™ to address the client's People and Leadership Strategy.

They identified three core cultural areas that would be critical to navigating the post merger success; specifically Engagement, Alignment and Leadership Presence. The client felt they could accurately capture changes in those areas via their 3x/year Employee Engagement Survey.

LHH built and deployed learning sessions designed to encourage specific behavior changes.

For example, the client wanted to build Senior Leaders' ability to lead with purpose. LHH crafted behavior change commitments that strengthened their habits in the areas of accountability, empowering their team, and putting members first in order to support building that ability.

Senior Leaders reported a 41% overall improvement in their leadership behaviors.

The three Employee Engagement Surveys over the course of the following year showed corresponding improvements in the key areas they'd identified: Engagement (+23%), Alignment (+11%) and Leadership Presence (+27%)



The important part of the story is that while these three focus areas all improved, they improved at different rates and for different subsets of the program audience.

Broadbrush statements like “Leadership presence improved 27%” make a great board meeting sound bite, but it’s when we get into the specifics of who improved, and what behaviors they worked on prior to the improvement that we upgrade the learning intelligence of an organization.

And that’s what we’ll get into in the last section of this report - [Speak the Language our Audience Cares About](#).

Impact Validation: Some Final Thoughts

1. The more clear the Impact Value Chain™ the easier it is to show repeated correlation. (ie. Set it up before you launch the program)
2. Once a baseline has been established, observable change becomes less critical for most organizations. Many clients - like LHH’s client above - come to rely on self-reported change as the key indicator of whether a program’s intended impact is on or off track.





Measure the Right Thing at the Right Time

The Time Lag Problem Part 2: Intervention

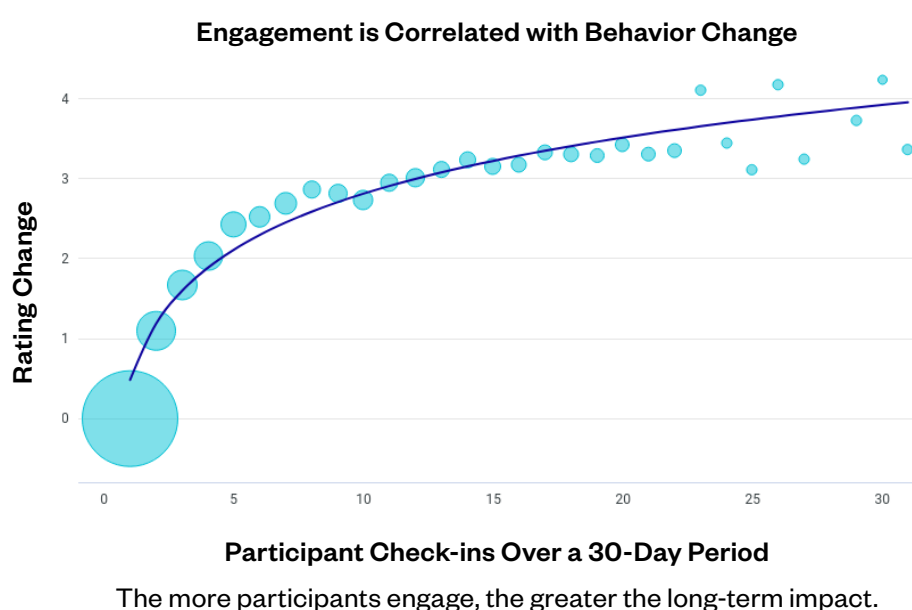


Measure the Right Things at the Right Time

The Time Lag Problem Part 2: Intervention

“Each check-in data isn’t just measurement - it’s an intervention opportunity.”

If you’ve read any of our previous reports, you know that there is a direct and reliable correlation between how often a participant reflects on their behavior change progress and their success in establishing said habit.



We also know - as explored earlier - that there is a direct and measurable correlation between self-reported behavior change and observable behavior change progress.

Meaning - we can be fairly certain that self-reported change will translate into real change impact for the organization (so long as we’ve been intentional in the behaviors we’re attempting to shift)

When we understand participant engagement to be an early indicator of where change is likely to succeed or fail, we can identify change risk and intervene early enough to make a difference.

Consultants who drive the greatest impact for their clients understand that measurement isn’t just about proving their efficacy. It’s about leveraging the data to amplify the impact even further.

There are 4 predictive factors we can analyze - and influence - after even just one week of self-reported behavior change data.



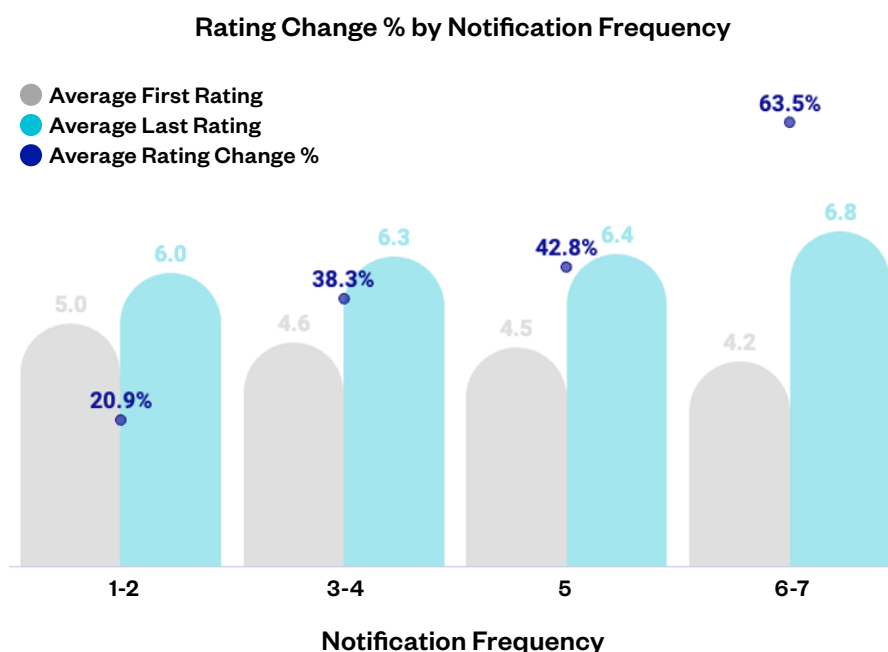


Predictive Factor #1: Nudge Frequency

Participants who check in more often aren't just more engaged - they're more likely to notice drift, course correct, and stay aligned to change. Frequent check-ins create micro-moments of re-commitment.

The Actionable platform is unique in that participants choose how often to receive nudges to reflect on their behavior change commitments, from 1 day/week up to 7 days/week.

Perhaps not surprisingly, the more often a participant receives nudges to reflect on their progress, the greater their overall change.



More self-selected notifications = greater long-term change.

So how do we naturally encourage participants to increase the number of nudges they receive each week?

Two factors:

1. Help expand their commitments from something they practice occasionally to something they practice daily. In other words; situational behavior change vs. foundational.
2. Help them find a deep enough reason to *want* to practice that commitment daily.





Situational vs. Foundational Behavior Change Commitments

Candidly, we're only just getting into the analysis of how major a factor this is in our data set.

But the gist of it is this:

Some people make commitments to shifting their default behaviors in high stakes situations. Board meetings. Dealing with conflict. Sales presentations.

Makes sense - high stakes is typically where the biggest payoff is. It's also the **worst** time to be practicing something new.

High stakes moments tend to release cortisol into our systems.

Elevated cortisol levels activate our “fight or flight” responses. We are chemically less open to changing and substantially less able to insert new behaviors.

This is one of the reasons why professional athletes don't “try something new” on game day.

Just like a professional athlete practices relentlessly, our participants also need daily practice with those foundational elements of the behavior they want to shift for those high stakes moments.





An example of Situational vs. Foundational Behaviors:

Let's say someone learns how to better manage tension in a contentious quarterly review meeting.

That's great. But committing to "practice this next quarter" is a trap.

Instead, we zoom out:

What's the **foundational behavior** embedded in that skill?

Maybe it's learning to stay calm when challenged.

Maybe it's inviting quieter voices to speak.

Maybe it's asking a curious question instead of getting defensive.

Those things don't just apply at a quarterly (high stakes) meeting.

They happen in every day moments.

They happen in 1:1s. In team meetings. In family dinners.

Foundational behaviors are transferable, repeatable, and identity-shaping.

When people commit to practicing *the underlying foundational behaviors* - especially in ways that matter beyond the job - change sticks.

Go Deeper: Access the micro training on [optimal behavior change commitments](#).



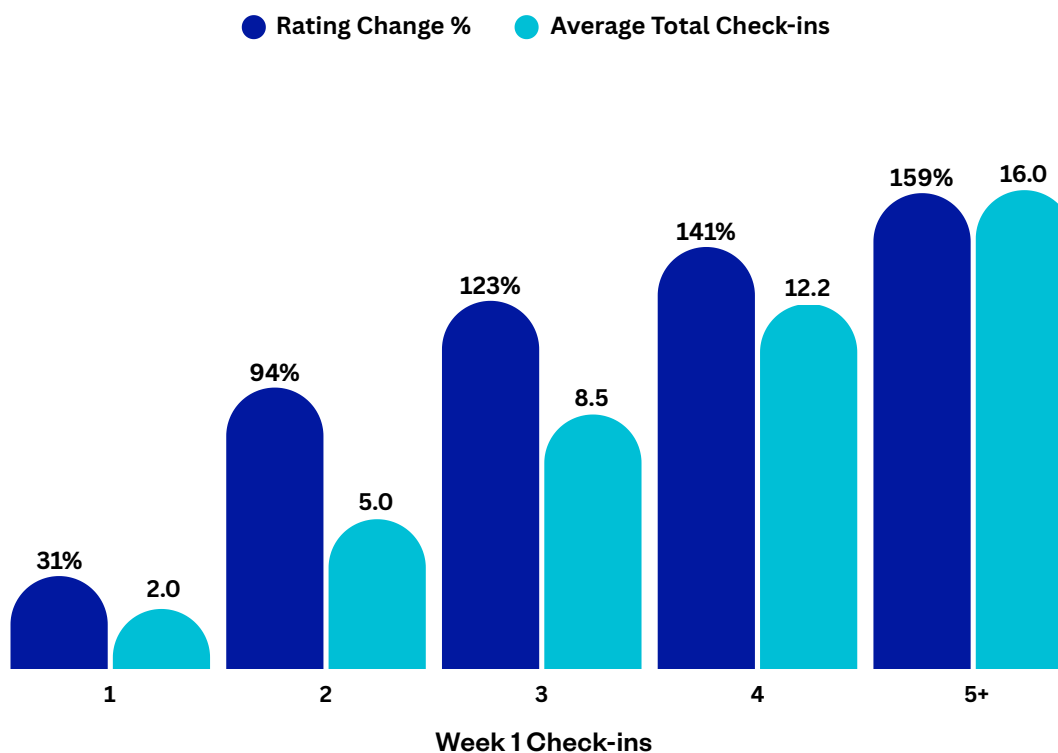


Predictive Factor #2: Week 1 Engagement

How well participants start is predictive of how well they finish.

The table below illustrates the number of times a participant “checks in” on their commitment over the 7 days following a learning intervention, compared to their self-reported behavior change over the following 30 days.

Participants who are highly engaged their first week are likely to see continued high engagement and strong behavior change



We know that *early* engagement leads to better long-term outcomes. So how do we drive higher levels of engagement?

For that, we leverage the next two Predictive Factors, Social Support and Journaling.

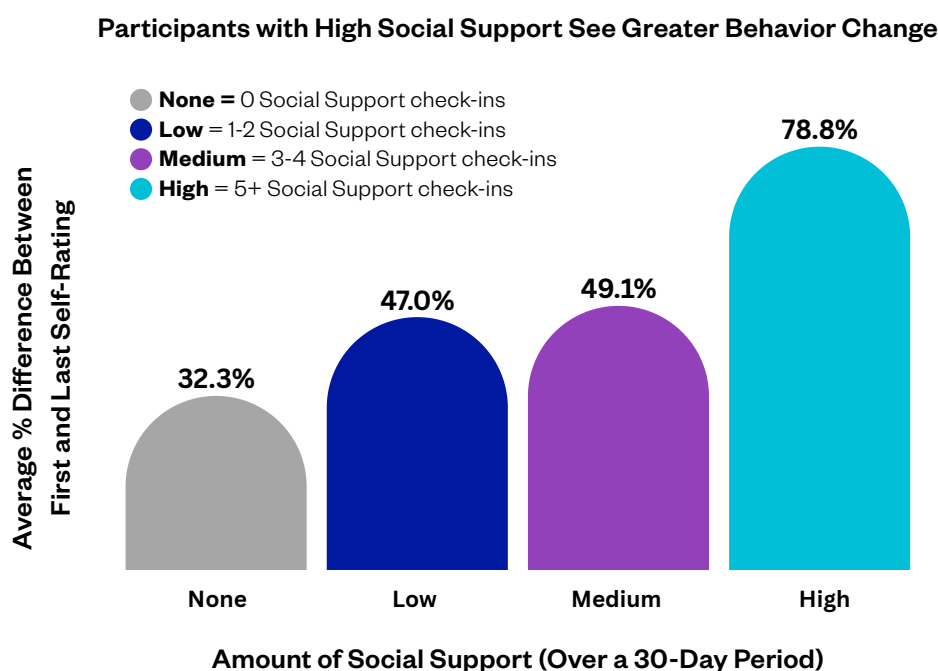




Predictive Factor #3: Social Support Systems

Beyond encouraging Foundational Commitments vs. Situational (and naturally inviting more frequent nudges) we know that **Social Support** levers also drive higher levels of engagement.

And we know that greater social support correlates to higher overall self-reported behavior change:



We've organized the level of Social Support a participant receives into 4 groupings: None, Low, Medium and High. Those levels are determined by the total number of "support check-ins" a participant received across Social Support channels (Accountability Partners & Facilitators) over a 30-day period, as well as whether they had "peer visibility" on their commitment. ("Visibility on" was counted as 1 Social Support check in).

For our purposes, we wanted to highlight three new, relevant findings related to Social Support.

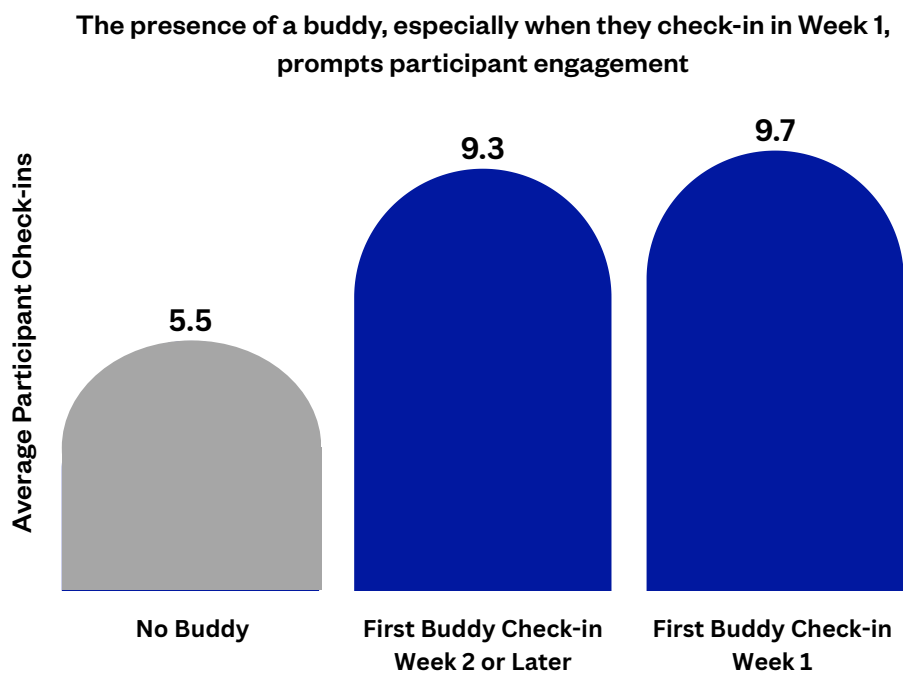
Go Deeper: For more detail on how to activate these levers, check out the [April 2025 Actionable Insights Report: Make Learning Stick](#). That report includes detailed how-tos and embedded micro trainings.





1. The Impact of Accountability Partner Presence in Week 1

As noted earlier, a participants commitment to change is fragile during the first week following an intervention. Having a trusted accountability partner support their change efforts can be the difference between sticking with their commitment vs. abandoning it.



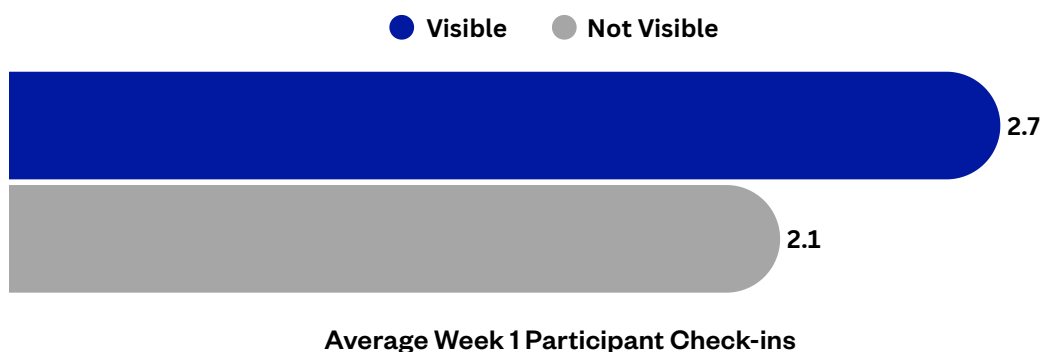


2. The Influence of Visibility from Day 1

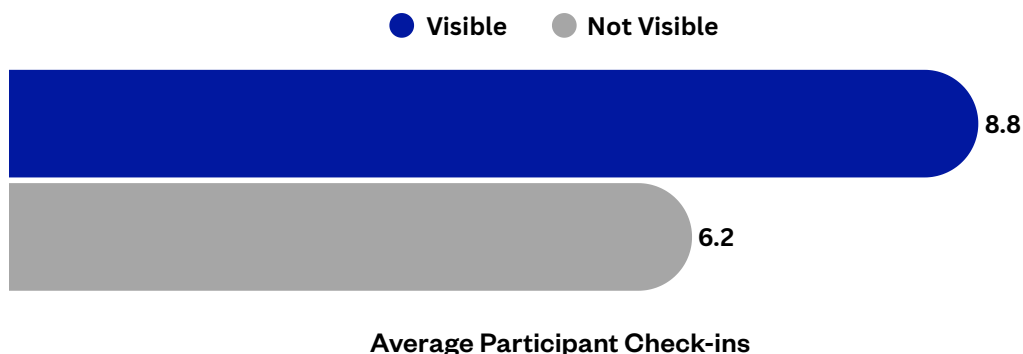
“Visibility” in Actionable speak means a participant has agreed to share what they’re working on and how engaged they’ve been in the process with the rest of their learning cohort. And, as we can see, turning visibility “on” in the first week leads to 28% greater week 1 engagement, which we can correlate to a 42% greater engagement over the following month.

Visibility is a powerful early driver of long-term change.

Visible Commitments See Higher Average Engagement in Week 1



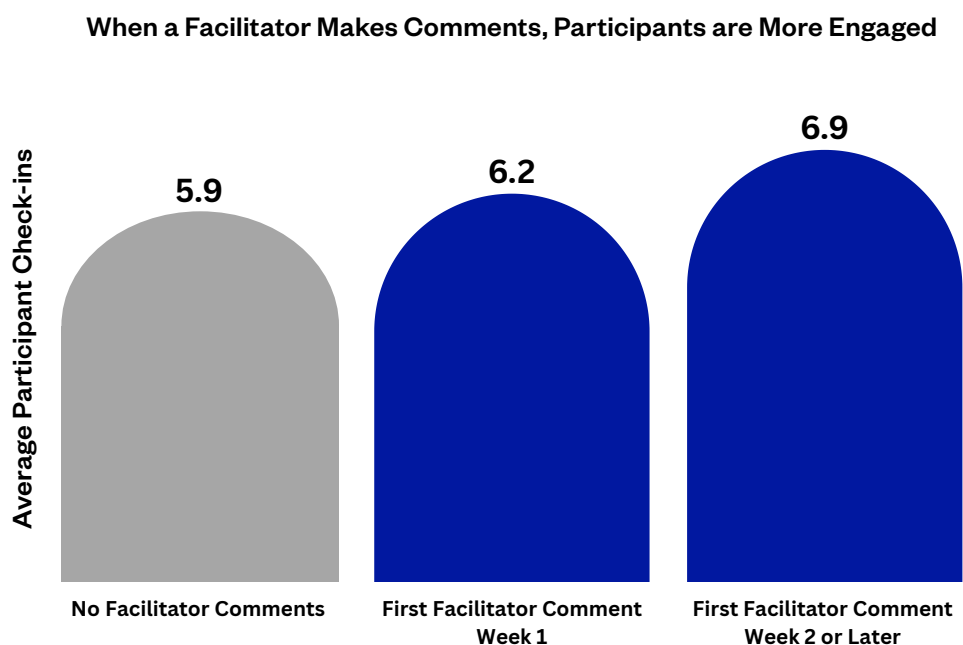
Visible Commitments See Higher Average Engagement over 30 Days





3. Facilitator Engagement in Week 1 is *Less Important than Later*

This outlier was interesting (and potentially impacts how you deploy resources to optimize for change). Compared to the other social levers, there's a negligible (5%) impact when a facilitator provides a personalized comment in the first week. There is, however, a 17% improvement in engagement when the first facilitator comment comes in week 2 or later.





Predictive Factor #4: Journaling

When we refer to a “check-in” from a participant, we mean they took the time to reflect on their progress and assign a numeric score to their progress.

They also have the option of journaling - capturing a few thoughts on why they scored themselves the way they did.

Two useful insights with regards to journaling:

1. The greater the percentage of their check-ins that include journal entries, the greater their behavior change.

As journal frequency increases, participants are better positioned to stay aligned and on track in realizing lasting change

Participant Check-ins (Over a 30-Day Period)

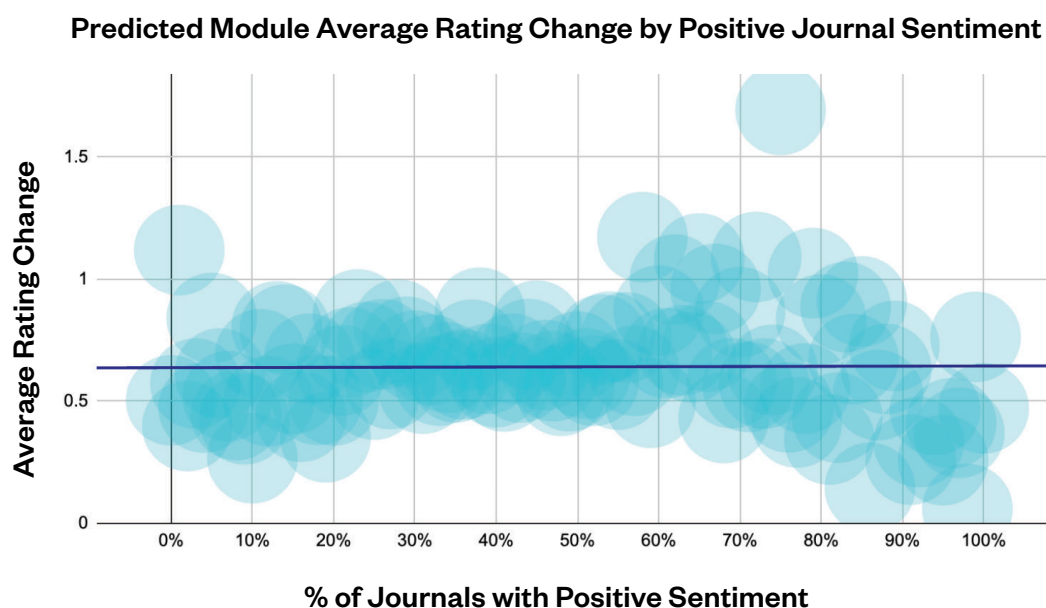
Journal %		2-3	4-5	6-7	8-9	10+
	75-100%	90%	130%	139%	153%	171%
	50-75%	85%	111%	131%	147%	169%
	25-50%	65%	105%	112%	140%	160%
	0-25%	72%	84%	109%	105%	141%

Each Box Shows Rating Change %

This one makes logical sense and aligns with a lot of good research out there; the more fulsome someone is in their reflections, the more the learning is embedded.



2. The *sentiment* of their journal has no discernible impact on their long-term behavior change.



The sentiment of the journal has no material bearing on the end rating change.

This might run counter to logical assumption. If you're a facilitator, you'd be forgiven for your concern when a participant is sharing how hard change is in their journals. But the data is clear - those who reflect positively on their experience have no greater (or lessor) likelihood of achieving lasting behavior change.

Sentiment doesn't correlate to better or worse outcomes. Percent of check-ins that include journaling absolutely do.

Right Things at the Right Time: Key Takeaways

- Communicate the business "Why" to participants. It leads to greater program engagement and impact.
- Trust that self-reported data can be validated and in the meantime, can provide powerful early indicators.
- Leverage Predictive Analysis from week 1: self-reported behavior change data to know who to focus on and what levers to pull.

Early data isn't just informative. It's predictive.





Speak the Language your Audience Cares About

Data Alone Doesn't Convince. Narrative Does.



Speak the Language your Audience Cares About

Data Alone Doesn't Convince. Narrative Does.

Measurement doesn't end with the right data - it ends with the right translation.

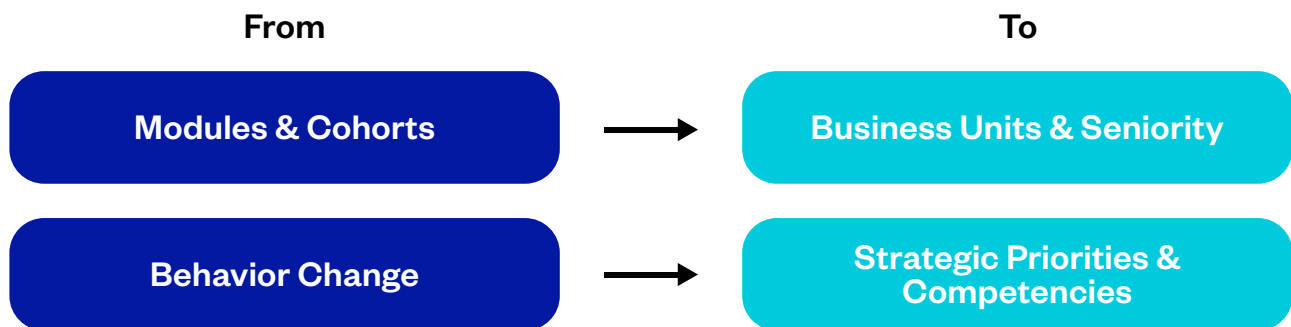
To earn trust from decision-makers, your insights must speak their language:

- **Performance**
- **Engagement**
- **Strategic alignment**
- **Risk and ROI**

We don't just need numbers. We need stories that signal change.

The challenge is that in most organizations, the language used by learning teams is disconnected from the language executives care about.

We need to shift:



We do this through Impact Mapping.





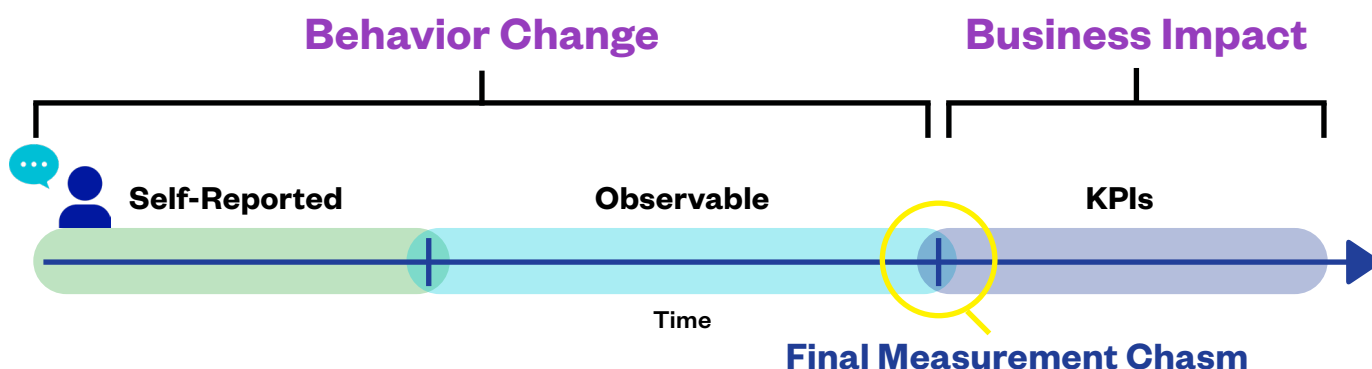
Impact Mapping

Impact Mapping is the act of converting Learning data into Executive framing.

It enables us to connect the dots between what happens in the training room and how it is recognized on the executive scorecard.

At its essence, we need to translate the data we have available into a format recognizable and easily integrated into existing business scorecards.

The goal is to cross the final chasm of the Impact Value Chain™, plugging the change data into systems *beyond* the People and Culture function.



There are two data sets that need to be reorganized and appropriately labeled to effectively cross the chasm:

The people: *Who changed, and where do they show up in the org chart?*

The change: *What changed, and how does it relate to our strategic priorities?*

Let's explore each in detail.





The People

Every other business score card is organized by department, geography, seniority and/or some other similarly “org chart” related theme.

We need the L&D data to be organized in a manner familiar to most executive teams; the most common of which are Departments, Role and/or Geography/Region.

This isn’t complicated. It just takes prioritization. For each participant, we want to assign the appropriate functional tags. Then we group by functional tag.

So instead of “5 cohorts of 20 people participated in this program”, we end up with a table that could look something like this:

	Managers		Supervisors		Totals
	Sales	Client Services	Sales	Client Services	
North West	3	0	12	26	41
South East	1	4	8	18	31
Central	2	2	12	12	28
Totals	6	6	32	56	100

This example grouping is already more useful to an observant RevOps leader. They can scan and ask the obvious questions:

“Why weren’t any of the NW Client Services Managers involved?”

“There were a lot more CS folks in this than Sales... was that intentional?” - Etc.

The data gets more useful when we add in the percentage of population.

	Managers		Supervisors		Totals
	Sales	Client Services	Sales	Client Services	
North West	3/4 (75%)	0/6 (0%)	12/32 (38%)	26/30 (87%)	41/72 (57%)
South East	1/1 (100%)	4/4 (100%)	8/8 (100%)	18/20 (90%)	31/33 (94%)
Central	2/3 (66%)	2/3 (66%)	12/24 (50%)	12/15 (75%)	28/45 (62%)
Totals	6/8 (75%)	6/13 (46%)	32/64 (50%)	56/65 (86%)	100/150 (66%)

It gets *really* useful when we layer in the change. We’ll see that in action in the next section.





The Change

Most execs and people managers don't actually care much who attended training or what they rated the experience.

They *absolutely* care about how likely they are to hit their strategic priorities and which levers are being pulled to make that happen.

So when we can convert the program performance language we use from *what the participants learned to what behaviors they're shifting and what strategic priorities those behaviors relate to*, we can capture the attention of even the most senior stakeholders.

The good news is that when you use the Impact Value Chain™ at the outset of your program, you already have that mapping done.

And if you're capturing the self-reported (and observed) behavior change data (via a tool like the Habit Builder™ or something similar), you have the first two links in the chain populated.

So now it's a matter of overlaying the people data with the change data, and presenting the right level of granularity to the right audience.

We use the **Impact Debrief Report** to find the right story for the right audience.





Impact Debrief Report™

Expected vs. Exceptional

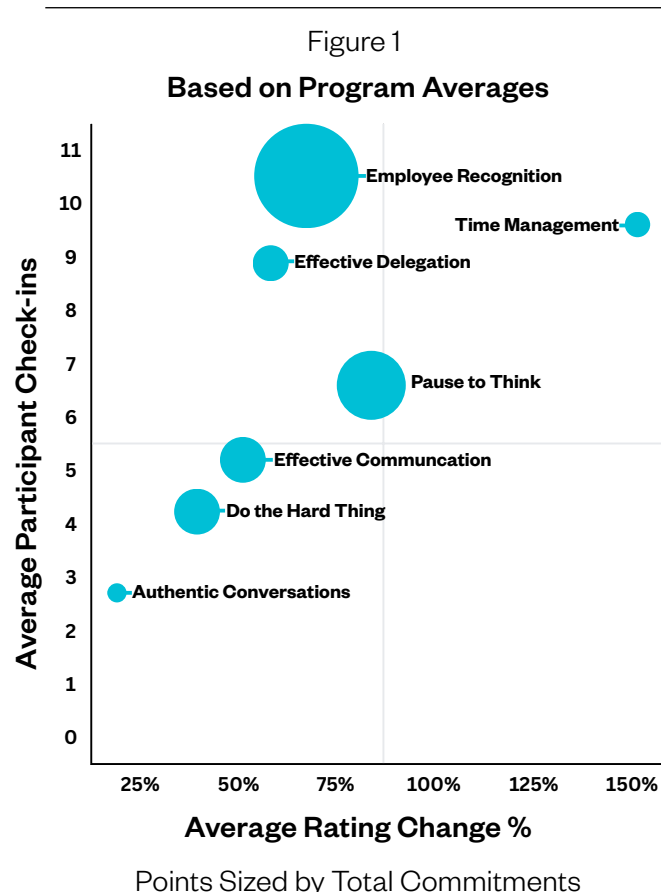
The Impact Debrief Report™ provides a visual framework of where change is happening and where it's not. It can be filtered by people groups or strategic priorities. You can go granular (all the way down to the individual humans) or zoom out to the organization.

And while the actual Impact Debrief Report™ tool is proprietary to Actionable clients, you can leverage the underlying logic to frame out your own impact narratives.

The best way to think about this is to start with a particular question you want answered, then filter the data to provide the answer.

Let's assume we filtered the above sample by "Client Services Supervisors," then ran an analysis of what's changed for that group as a result of the Program.

We might look at the behaviors:



We can see this group is experiencing a high degree of change in "Time Management." "Pausing to Think" has a decent number of commitments against it (larger circle) and strong average rating change.

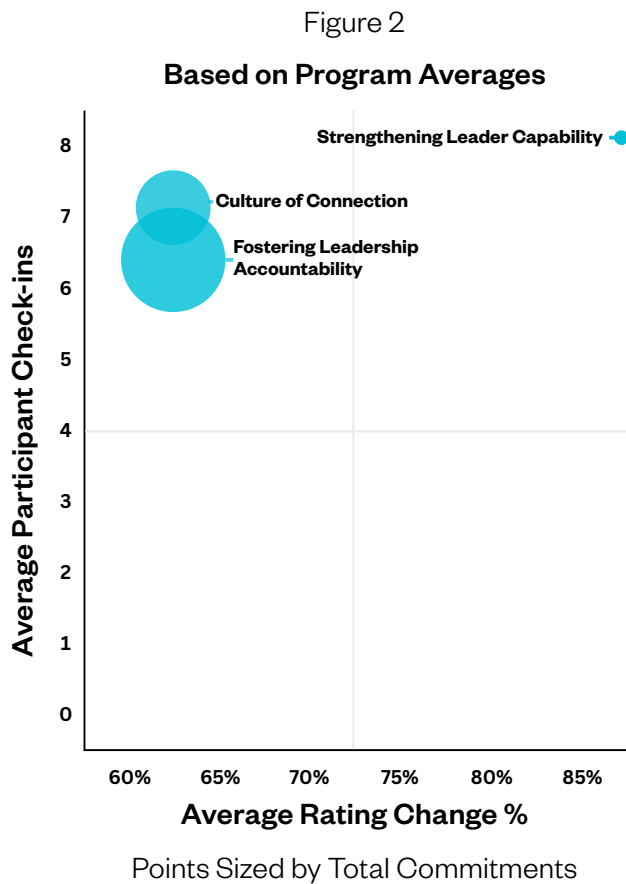
"Authentic Conversations" on the other hand has a comparatively small number of commitments and a lower behavior change score, which might suggest we're not getting a lot of traction in that area.

Interesting data (and likely useful for the L&D team) but perhaps not compelling enough for executives.



Behaviors Rolled up to Competencies

Since the Impact Mapping was done in the Impact Value Chain™, we could roll that behavior change data up to the corresponding Competencies we're trying to develop:



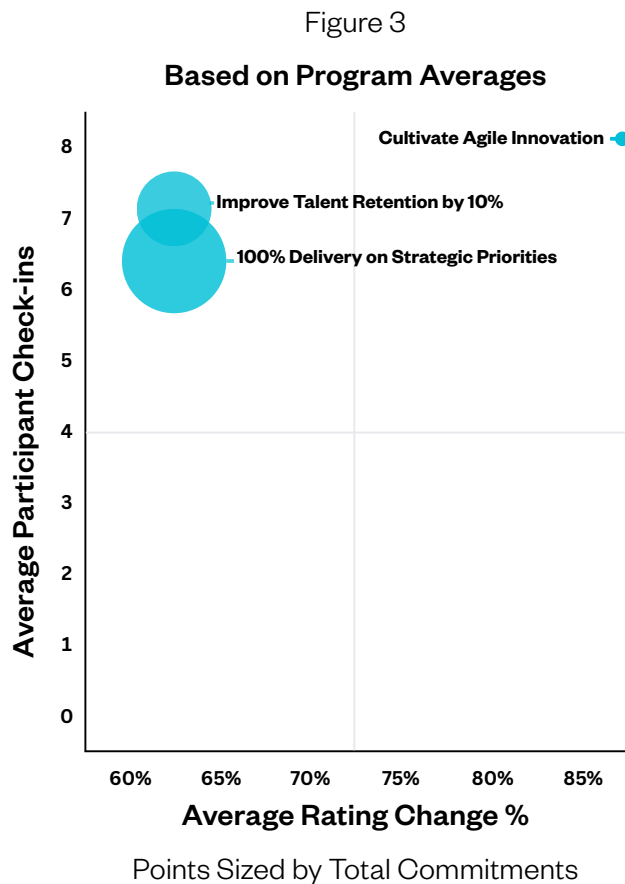
Now we might get the attention of the Functional Lead and Senior HR Team.

We can see that the small percentage of participants (small circle) working on Strengthening Leader Capability are reporting substantial changes. If I'm the CS Functional Lead, I might want to dig in here - understand which individuals are having the breakthroughs so I can share best practices more widely through the function.

Similarly, I might want to interview the participants in the larger groups working on Culture of Connection and Fostering Leadership Accountability. While they were engaged in the process (high engagement) they aren't experiencing the same level of change as their counterparts.

Behaviors & Competencies Rolled up to Strategic Priorities

Finally, we could display the same data (still filtered to only show the CS Supervisor team) in context to the organization's Strategic Priorities:



This is one relatively simple example of how behavior change data can be mapped and shared in a relevant format for the right audience.

In this one program, we could filter down by a single Strategic Priority, look at comparisons across function or seniority, or even provide a heat map overlay on an org chart to demonstrate where change is happening (and not).

The key here is not to use behavior change data as a declarative, standalone “proof of impact” report, but rather to:

- **Identify bright spots** *and leverage them to share internal best practices*
- **Identify laggards** *and intervene early if necessary*
- **Identify outliers** *to surface potentially systemic blockers or easy wins*

All so we can provide predictive analysis early enough to increase the likelihood the program drives the outcomes we want.

The more nuanced the data, the better our predictive models become.

With limited resources, consultants and L&D professionals need to be strategic about where they focus their time and attention. A properly structured **Impact Debrief Report™** can help ensure resources are deployed effectively.



Conclusion & Action Steps

From Retrospective to Predictive

A closing note from Chris

The more time I spend in this world of learning sustainment and impact measurement, the deeper the rabbit hole goes.

I think it's safe to say that the expectations on the Learning function (and those that provide learning services) will only increase in the coming years.

More measurement. Better analysis. Greater validation that the investment in people is generating a return.

While I certainly believe there's a dance here (it is about the people, after all), I'm candidly delighted that the Learning function is being asked to demonstrate impact. Those of us who have been in this a while **know** that the work we do drives out-sized returns for our organizations. For a myriad of reasons, we haven't historically proven that. But...

Learning measurement is evolving.

From:

- Anecdotes → Evidence
- Lagging indicators → Leading ones
- Data collection → Decision support

It's an exciting time to be in the learning space.

I think it's our time to shine. To show - undeniably - that the programs we drive are critical to the long-term success of our organizations.

And personally, that's why we created the Habit Builder™ and Undeniable Impact System™; so it all just... works. We've helped over 400 training and consulting companies install the proof of impact system that elevates their brand and distinguishes their offers in a sea of sameness. You can get a sense of how it works [HERE](#).



Action Steps:

To demonstrate impact effectively (and add substantially more value to your clients in the process):

- ☐ **Map your program with the Impact Value Chain™** *so there's a clear link to your clients' strategic priorities*
- ☐ **Shape your sessions around Foundational Commitments** *so there's reason for participants to practice - and reflect - daily*
- ☐ **Track self-reported, observable and KPI-aligned signals sequentially** *so you have early evidence of change... and clarity on where to deploy limited resources*
- ☐ **Stack social support elements** *so that the learning sticks*
- ☐ **Translate data into business-relevant insight** *so you attract and retain the attention of senior stakeholders*

Like all things worth doing, setting this up requires some work. And, when it's a standard part of your process, you stand apart from the competition, confidently able to say your programs provide **Undeniable Impact.**

Keep going. Your work matters.



Chris



Resources

Go Deeper

Proof of Impact becomes a whole lot easier when (a) participants are making commitments to behavior change in your workshops and then (b) sticking with those commitments. We have two other reports - published earlier this year - that dive deeper into how to make that happen.



Adoption Report How to Drive Early Commitment



Engagement Report How to Increase Follow-Through



When you're ready to move beyond theory and put the data-driven best practices to work on your own programs, The Behavior Change Toolkit gives you the 20% that generates 80% of the value. It's free and starts with a 13-question self assessment to point you in the right direction.



Behavior Change Toolkit Practical Tools and Templates





About Actionable

Since 2008, Actionable.co has been focused on solving just one problem: “How do we reliably translate new learning into value-creating behavior change?”

In other words:

**How do you make learning stick,
in a way that’s measurable?**

What started as business book summaries (2008) evolved into corporate training (2011), a team based learning methodology (2014) and, ultimately, behavior change technology for corporate trainers and organizations (2019).

In partnership with a small network of boutique consulting firms, Actionable has supported over 6000 corporate change initiatives, resulting in over 2,000,000 data points related to behavior change in a corporate setting.

In addition to Insights reports (like this one), we’ve leveraged our experience to provide consultants with technology, methodology, playbooks and a robust community to help them consistently (and demonstrably) drive lasting behavior change for their clients.

Do you lead a consulting practice? We’d be happy to provide a deeper understanding of the Habit Builder technology and explore how we might work together to amplify and measure your behavior change impact.

Working with Actionable provides consultants with access to:

- Playbooks and best practices for immediately amplifying impact
- Technology to support learners in their application of learning
- Standard and custom report templates to efficiently communicate impact
- Machine learning generated recommendations
- Global benchmarking for you and your clients
- Private access to a global peer forum of like-minded consultancy owners
- Unlimited coaching and hands-on support





Consultants interested in leveraging Actionable in their own work can visit [Actionable.co](https://actionable.co) or [book a call](#) to explore possibilities.

Actionable's models and technology wouldn't exist were it not for the exceptional research and publications of BJ Fogg, Charles Duhigg, Robert Keegan, Lisa Lahey, Michael Bungay Stanier, Daniel Pink, Daniel Kahneman, Sir Ken Robinson, Simon Sinek, James Clear, Dan Heath, Chip Heath, Mihaly Csikszentmihalyi, Katy Milkman, Angela Duckworth, John Kotter and many, many more.

This report, in particular, would not have been possible without the collaboration and innovative spirit of the over-300-consulting firms and 500+ consultants we've worked with in bringing a behavior change focus to corporate learning programs across the globe.

While behavior change and "habits," specifically, have become popular topics in the public zeitgeist over the last 10 years, these consultants (and their clients) have been the pioneers in believing "more is possible" when it comes to supporting and proving impact.

Let's continue to move the needle. The work matters.





Contributors



Chris Taylor

As Founder and President at Actionable.co, Chris helps facilitators, consultants and coaches ensure transfer of learning & proving the behavior change impact of their programming. When he's not growing Actionable.co, Chris can be found ensconced in the kitchen, music studio, or on the playground with his two young boys.



Leah Patriarco

Leah helps organizations with meaningful missions use data intentionally and effectively in order to tell their story and positively impact their communities. She is dedicated to helping Actionable.co's consultants, clients, and staff have access to clear and compelling data. When she's not delving into data she can be found baking for friends, hosting games nights, or picking up a new hobby to add to the already long list.





Actionable.

2025

