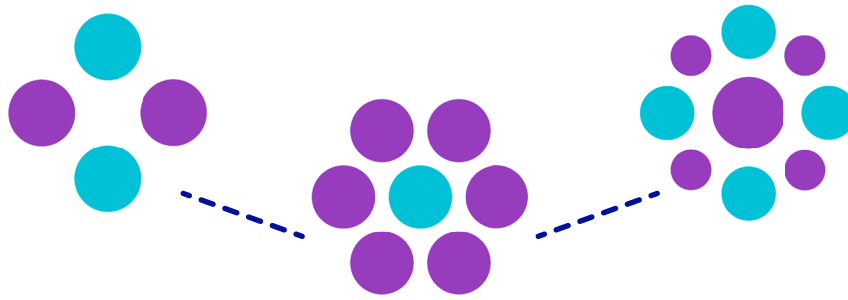




A Primer on how to Prove the Impact of your Leadership Training Programs

Everything we've learned from measuring the impact of 6,814 Workshops...



Like it or not, the demands on a leadership consultant are shifting.

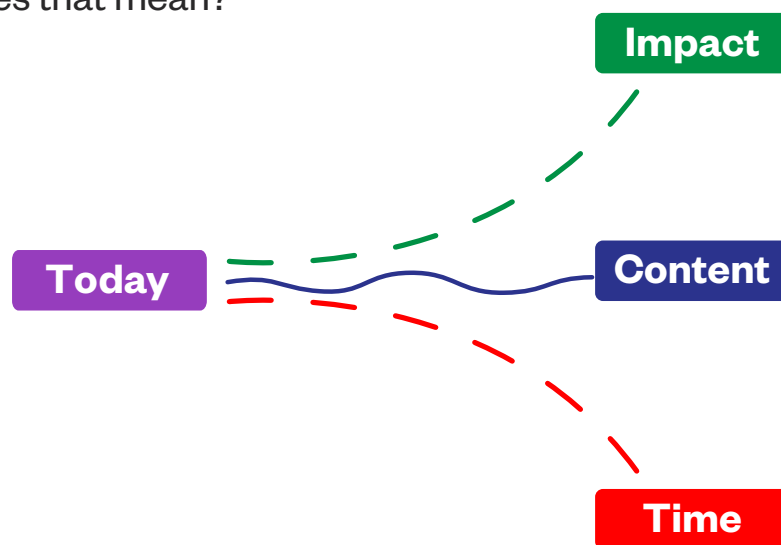
Clients are looking for more strategic impact... and they want you to prove you're up to the task.

Those that continue to focus exclusively on delivering great content are becoming commoditized and risk being left behind.

"Proving impact" isn't as simple as slapping a survey on the end of a training program anymore.

If we want to elevate ourselves from "delivering content" to "driving impact", we need to consider more.

But what does that mean?





There are four aspects to increasing facilitation impact:

Discovery

How we frame the goals of our program

Design

How we optimize for impact (not just experience)

Deployment

How we support learners once they leave the room

Debrief

How we tell the impact story

Best practices for all four components to an Impact Focused Program at Toolkit.Actionable.co





Discovery for Impact

How to shift the buyer conversation to focus on impact...



How you conduct Discovery sets the tone for the entire project.

To ensure all stakeholders are focused on maximizing impact, you'll want to:

-  **Take a stance:** so you don't get pulled into being an 'edutainer'
-  **Verify buyer intention:** so they hear themselves say the words "our goal is change"
-  **Identify changes:** so there's shared clarity on what you're trying to change





There are three aspects to increasing facilitation impact:

Take a Stance

Are you a deliverer of content? Or a driver of change?

Get clear on your intentions before you ever get into conversation with a prospect.

Either you define your role or they will.

Verify Buyer Intention

Does your client want the program to drive change?

Don't know? Ask them.

A great opening question can simply be:

“Just so I'm clear, are you looking for someone to deliver content, or are you trying to drive real change with this program?”*

Identify Changes

Follow up with questions like:

“Great. Assuming this [leadership] program is a success, how are people acting differently afterwards?”

and

“How would that change improve the business?”

*If they answer with "just content", you can exit here. No sense in pushing a rock uphill.





Design for Impact

How to ensure your training drives maximum impact...



To design for impact, we need to:

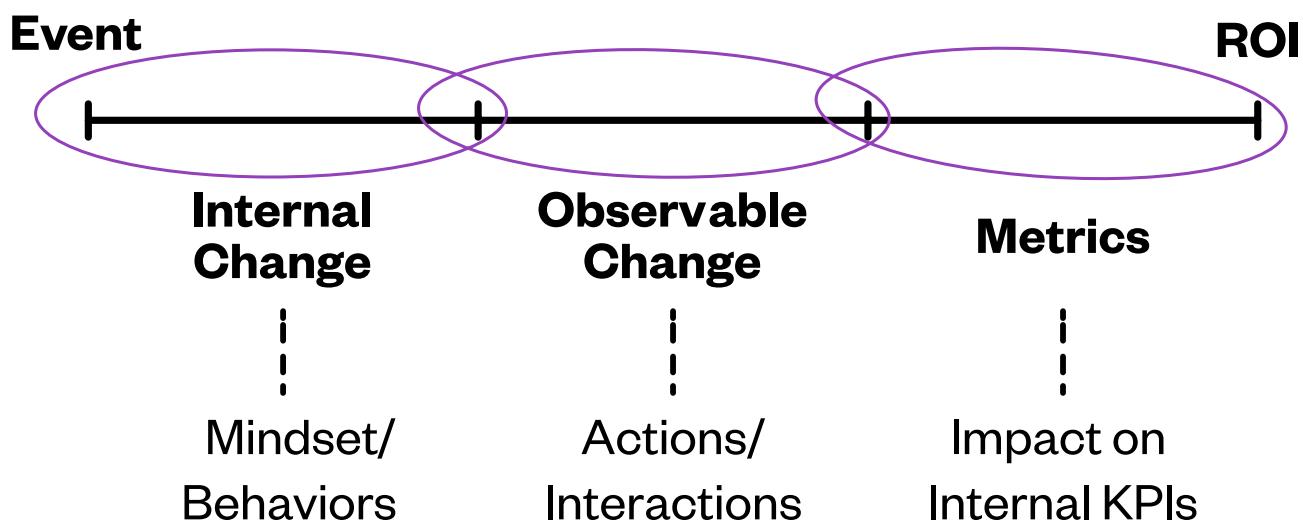
- ... **Map the measurement process:** so that everyone understands what changes we're trying to drive, and why they matter.
- ... **Design minimum viable content:** organize content and session flows, so that learners want to change.
- ... **Convert good intention into simple, daily practices:** so that the transformation practical and lasting.





Map the Measurement Process

Most buyers want “proof of impact”... but it’s not always clear what they mean by that. Give them a map by showing how change measurement really happens:



Fill in the blanks, working backwards.

- What metrics are we trying to improve?
- What observable change(s) would suggest we’re on the right track?
- What do participants need to do/think differently?

Then set up a system to capture all three*:

- Self-reported behavior change
- Observable behavior change
- Relevant KPIs

***Visit Toolkit.Actionable.co, if you don’t know where to start.**





Design for Minimum Viable Content

If the goal is change, participants need three elements:

Content: Just enough to know how to change

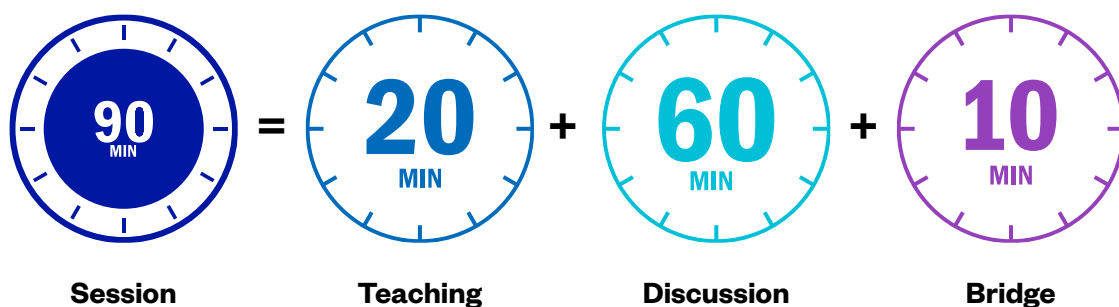
Context: Space to find a reason to want to change

Action: A supported path for making the change stick

Most learning programs have more content than is useful.

Strive for 3 parts context for every 1 part content:

15 Minutes of new content + 45 minutes of reflection or discussion.



Convert Good intention into a Daily Practice

Most good intention falls apart once learners leave the room.

Help them make the change manageable by converting it into a “laughably small” daily practice.

“I’m going to be a better listener in meetings” might convert to:

When I’m in a meeting,

Instead of waiting for my turn to talk,

I will ask one follow-up question.

*HT to Michael Bungay Stanier for this framework





Deploy for Impact

How to make sure the learning sticks...



Change happens after participants leave the room. We support the change by:



Assembling support systems: so that participants stay accountable



Providing Self-Reflection Feedback Loops: so that participants stay motivated





Assemble Behavior Change Support Systems

Accountability Buddies increase participants' follow through by 48%*. Have them buddy up and set a weekly chat to answer two questions:



Provide a Self-Reflection Feedback Loop

Intrinsic motivators – Autonomy, Mastery and Purpose - are powerful.**

A sense of growth (mastery) and reconnection to purpose happen through regular reflection on progress.

Use a tool like Actionable's Habit Builder or other reflection method to support learners... and harvest behavior change data.

**[Visit Toolkit.Actionable.co](https://www.actionable.co/toolkit), if you don't
know where to start.**

*Based on Analysis of 84,903 behavior change commitments. [Access the full report.](#)

**Dan Pink explores these factors in detail in his seminal book, [Drive](#).





Debrief for Impact

How to tell an effective learning impact story...



Debrief is where we tell the impact story. We link learning to business impact by:

 **Clustering Behavior Change Data:** so that executives see the relevance

 **Identify Risks, New Priorities and Best Practices:** so that the data is actionable

 **Repeat:** so that the insights from one session enhance the impact of the next





“Cluster” behavior change data to speak business

HR and Exec teams often use different language to measure impact.

Align the two, so execs can see the “so what?” of your behavior change data.

Instead of reporting in...	Reorganize the data to match...
Cohorts	Business Units, Seniority, Geography
Modules	Months, Quarters
Program Completion	Forecasted KPI impact*

Identify Risks and (new) Priorities

Data's only useful if it helps inform what to do next.

3 questions to shape what's next:

Based on...		Ask
What's Going Well	Double Down	Would it be useful to drive more of this similar behavior change elsewhere?
What's Stuck/ Ignored	Double Back	Does it matter that this group/concept/ behavior isn't changing?
Net New Information	Double Click	Based on what we now know, are there new priorities emerging?

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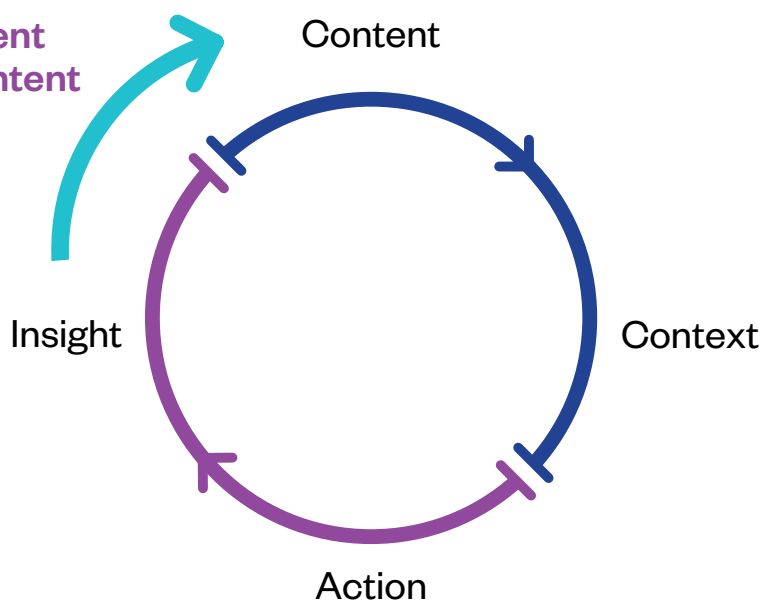




Repeat

The insights you gain from measuring behavior changes can help you decide what content to create next.

Impact Measurement
Informs Future Content



And as the KPIs start to move – often 6-12 months later - **you** elevate your brand and value to the organization.





Next: Get the Behavior Change Toolkit (Free)

Want the playbook to drive lasting, measurable change?

The Behavior Change Toolkit gives you the 20% that generates 80% of the value.

Leverage best practices from 400+ leadership consultants who have leveraged Actionable to sustain and prove the impact of their (over 6,800) programs.

It's free, all killer (no filler) and starts with a 13-question self assessment to point you in the right direction.

[Access the toolkit for free.](#)





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2025