

Learning That Delivers Business Results

A GUIDE TO DESIGNING HIGH-IMPACT LEARNING PROJECTS

Business impact projects within a leadership development curriculum give leaders the opportunity to work in teams and apply what they've learned directly to business challenges for their organizations. And these projects can deliver concrete, measurable benefits for the business.



PHASE 1

Align with Strategic Goals

What are you trying to accomplish?

How will you measure/show impact?

Start with identifying your overall business objectives. Too often in leadership development, we build the learning experience, roll it out, and then reactively attempt to show value through measurement. Measurement needs to be part of the plan from the start. Are you trying to demonstrate the ROI of learning, drive a cultural change, or improving connections with customers? Once you are clear on the strategic goal(s) the projects will support, you can determine how you will measure and demonstrate impact to stakeholders.

PHASE 2

Design Approach and Scope Projects

What challenges will teams take on?

Who will identify the projects?

*What specific metrics will be targeted
and tracked?*

Create a consistent frame or approach across your projects to ensure success and make it easier to analyze results. Determine who will define the projects—learners or executives. Detail the specific metrics and key performance indicators that will be tracked, and who will track and capture data. We recommend projects focused on goals that can be achieved within three months or projects that can reach a significant milestone within three months to show proof of concept.

PHASE 3

Capture and Share Impact

What do the metrics show?

*How can this work help the rest of the
organization?*

What's the best way to share results?

Analyze your results and determine what business value you can show for each project. In addition to benefiting the team involved, the results can inspire others. Work with your communications team to figure out the best way to showcase results to the rest of the company.

Start with a few key projects. You'll probably find that your stakeholders will view learning differently once they see impact, and your approach will become laser-focused on business results.

Successful Impact Projects from Real-World Leadership Development Programs

EXAMPLE	BUSINESS OBJECTIVE	IMPACT PROJECT FOCUS	SAMPLE PROJECT	SAMPLE METRICS	SAMPLE RESULTS
 <p>DEVELOP GROWTH STRATEGIES</p>	Drive multinational growth in the business.	Demonstrate innovation and process improvements for measurable business results.	Build a plan to go after a new market area.	<ul style="list-style-type: none"> Revenue growth in new market area Customer satisfaction levels 	<ul style="list-style-type: none"> \$2.8 million increase in revenue from new area of the business 86% improvement in customer satisfaction
 <p>IDENTIFY OPERATIONAL EFFICIENCIES</p>	Improve collaboration across the company.	Work cross-functionally and cross-divisionally to identify areas for business improvement, and create actionable project plans.	Create proposals for new cross-unit business opportunities that would advance the company's long-term strategy.	<ul style="list-style-type: none"> Time to implementation on project plan Cross-company engagement in overall strategy 	<ul style="list-style-type: none"> Reduced time to delivery by 12% or eight days Increased understanding and engagement around the strategy across the company by an average of 30% in three months
 <p>IMPROVE GO-TO-MARKET PRACTICES</p>	Improve customer engagement and retention.	Create go-to-market plans using principles learned about customer voice and global best practices for customer engagement.	Create an enterprise-wide loyalty program to increase revenue and reduce costs.	<ul style="list-style-type: none"> Direct revenue Go-to-market cost savings Customer engagement scores Customer retention rates 	<ul style="list-style-type: none"> Increased direct revenue by \$3.8 million Reduced costs by \$1.1 million Increased customer engagement scores by 45% Increased customer retention rates by 25%
 <p>SUPPORT CULTURAL CHANGE</p>	Engage employees and create a sustainable high-trust culture.	Identify gaps in company's "Great Place to Work" initiative. Recommend ways to accelerate and sustain it.	Propose and implement solutions to make up gaps on GPTW criteria around trust index.	<ul style="list-style-type: none"> Employee engagement scores Employee ratings on demonstration of key trust behaviors: credibility, respect, and fairness 	<ul style="list-style-type: none"> 31% improvement in employee engagement ratings Trust in the organization up 40% on average (employee survey)