IS YOUR WORKFORCE READY FOR WHAT'S COMING?

Building future-ready organisations in an era of AI, disruption and constant change

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From Learning to Business Impact

"We can report completions. Can we report value?"

> "We've invested a lot in our people…
> but I'm not sure it's landing."

What is usually reported

Completions · logins · hours · satisfaction scores

What the business actually asks

Did it change behaviour? Did it move an outcome? Was it worth it?

A clear line from business need to value

1 Business need →

What must the business achieve or avoid?

2 Outcome to move →

What visibly changes if it works?

3 Pick the measure →

The 2–3 metrics that move this need

4 Prove & isolate →

Learning → behaviour → result

5 ROI (or intangible)

Value vs cost. Or a named benefit

Is learning even the right lever?

Learning IS the lever

When the gap is a knowledge or skill gap:

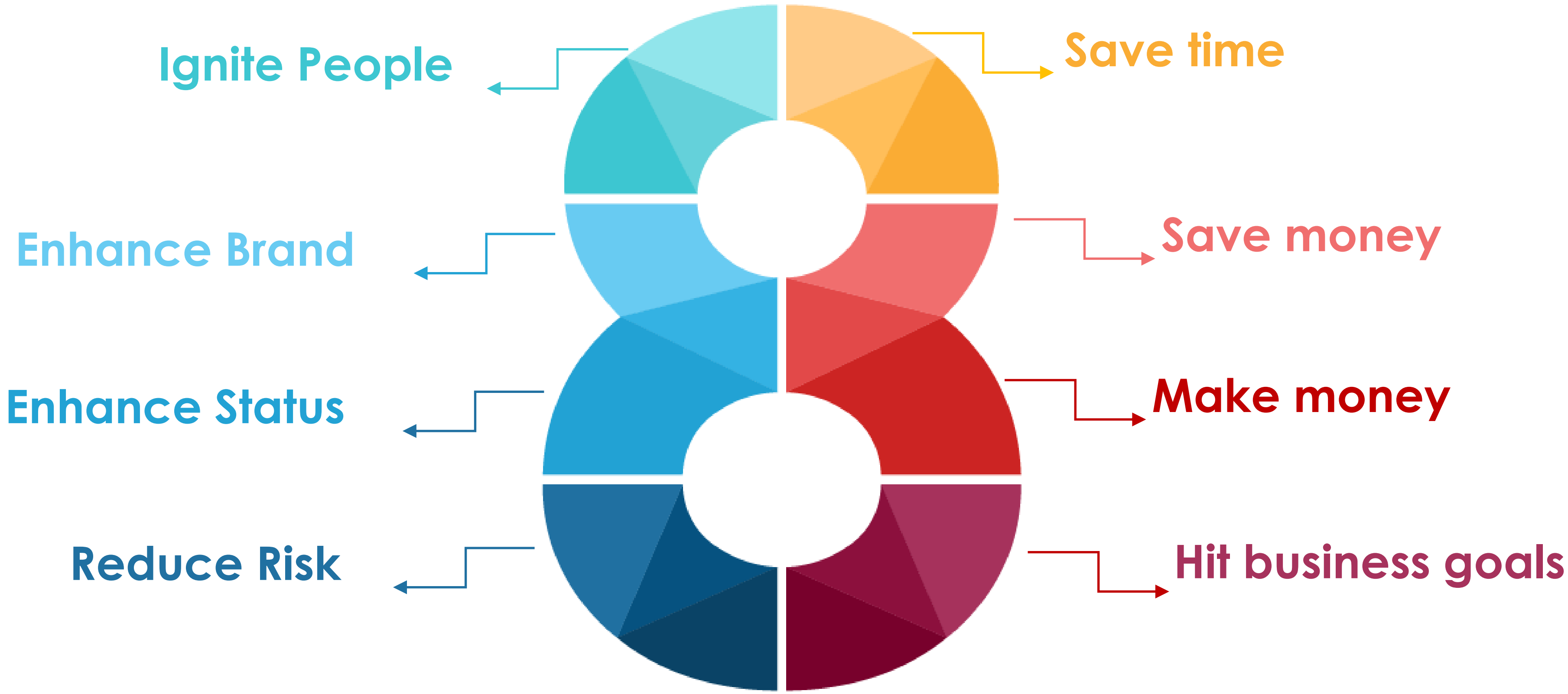
- People don't yet know how to do it
- Capability hasn't kept pace with strategy
- A new system, product or regulation needs new skills
- Onboarding/time-to-competence is too slow

Learning is NOT the lever

When the real gap is elsewhere, training just adds cost

- Broken process or workflow
- System, tooling or data problem
- Incentives/rewards misaligned
- Under-resourcing or unclear expectations

The LRMG big 8; identifying what to measure



Tip: Choose 2–3 measures that match the business outcome.

In Summary...

- **Start with the business need**, and confirm that learning is genuinely the right lever.
- **Define the value in business language**, then select the few measures that show whether that value is being created.
- **Prove the connection** from reaction, to learning, to behaviour, and ultimately to business results.
- **Report value credibly**: monetize what can be monetized and report intangible benefits honestly.