



Improving Impact Tool

Improve the impact of learning solutions through smarter conversations.



The
CharityLearning
Consortium

This tool works best when used in conjunction with the other tools in this series

1. Needs Analysis Tool
2. Curation Decision Tool
3. Communication Plan Launch Tool
4. Cultivating Learning in Workplace Communities
5. L&D Playbook for Enabling Busy Managers
6. Power Hour Tool
- 7. Improving Impact Tool**
8. Team Skills Mapping Tool
9. L&D Skills Prioritiser Tool
10. Change Journey Planner



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Introduction



Driving better business value through learning requires ongoing engagement with others, particularly managers, to create shared ownership of solutions. This starts with smarter up-front conversations with people requesting support with courses and content. Using the Needs Analysis tool helps you to clarify the real need and goal. Knowing the goal is just the start. We also have to keep the goal in mind throughout the process of designing a solution, implementing it and supporting participants to apply what they learned in their work. This means we need to keep the conversation going to ensure we are providing support and tracking in the right direction. That's what this Improving Impact tool is all about.

The Improving Impact tool will help you to have ongoing conversations that focus on key areas linked to improving impact:

1. Align learning to business needs
2. Support application of learning to work
3. Enable managers to support their teams
4. Evaluate progress against business metrics

By using this tool to have a series of conversations across the life of a learning solution your organisation will see improvements in areas such as:

- Shared responsibility for learning
- Effectiveness of learning solutions
- Behavioural change as a result of learning solutions
- Performance impact of learning solutions

Who is this tool for?

Anyone within an organisation responsible for providing learning solutions that deliver business impact. It offers a straightforward, practical approach to engage managers to share responsibility for delivering and evaluating impact that can be undertaken with limited time and basic data literacy.

For those who would like to explore more advanced approaches to evaluation to supplement their Improving Impact conversations refer to the list provided at the end of this tool.

To use this tool effectively you should first have had an up-front conversation using the Needs Analysis tool. It provides critical input to improve impact. If you have not already had this conversation do it now, even if solution design is underway.



When to use this tool?

Use this tool when you want to:

- ✓ Engage managers to share responsibility to ensure that a learning solution creates impact
- ✓ Make intelligent choices about what, when and how to evaluate
- ✓ Continuously improve a learning solution
- ✓ Demonstrate the impact you have created together

This tool will help you:

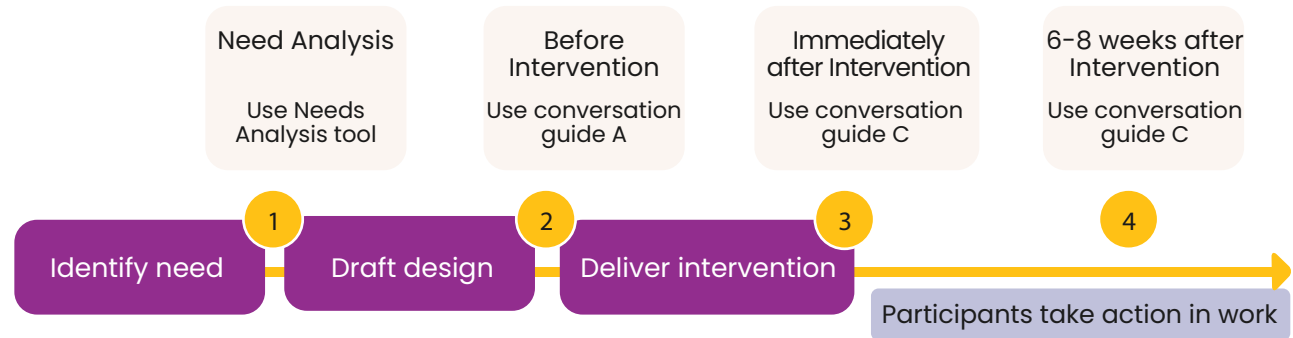


1. Engage others, particularly managers, to create shared ownership of solutions
2. Approach evaluation with a growth mindset
3. Efficiently identify and make evidence-informed improvements to solutions
4. Increase the business impact of solutions
5. Demonstrate the value that solutions have added
6. Gather, use and share appropriate data to achieve all of the above

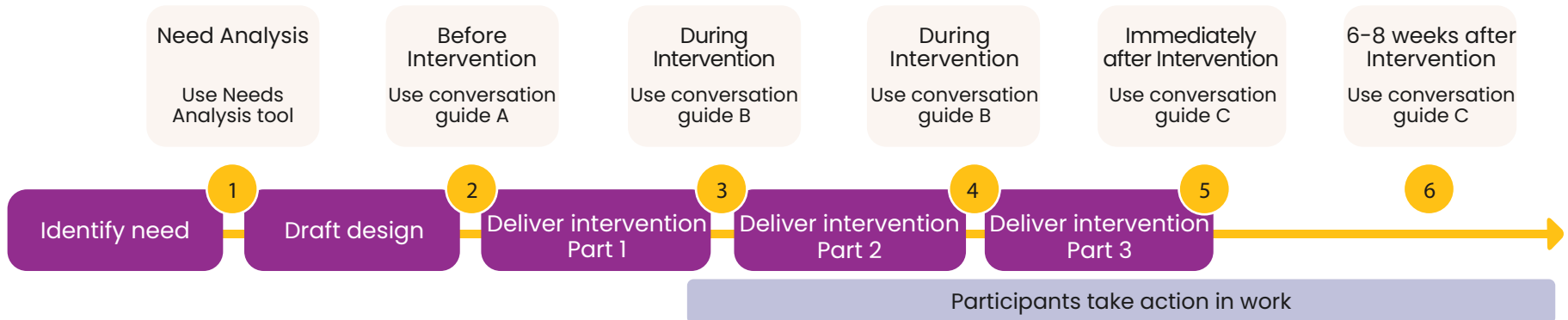
How to use this tool

Use this tool to plan and conduct a series of 30 minute conversations with managers whose team members are participating in a learning solution. The tool includes three separate guides for conversations: (A) before, (B) during and (C) after. Review the duration of your learning intervention and plan how many conversations you will have and when you will have them. Refer to the visual roadmap below for examples.

Example for short, simple intervention



Example for longer, more complex intervention



Use the guides to prepare for, conduct each conversation and record key outcomes/decisions. Record and track actions using the action log template in this tool.

Each conversation will consist of three steps:

Step 1 Prepare for the conversation

- a. Review the conversation guide
- b. Define conversation purpose
- c. Identify invitees and book the conversation
- d. Review actions from preceding conversations and update the action log
- e. Tailor the conversation guide if appropriate (e.g. add further questions)
- f. Gather data

Step 2 Have the conversation

- a. Ask questions as per the conversation guide
- b. Note decisions and outcomes in the guide
- c. Agree actions and note them in the action log

Step 3 Follow-up the conversation

- a. Provide conversation participants with a copy of the completed guide with your notes
- b. Complete your actions
- c. Continue monitoring completion of agreed actions



This tool provides three conversation guides for use at different points in the life cycle of a learning intervention: before, during and after the intervention. Each guide provides suggestions for when to have this conversation, specific preparation, and questions to explore. Space is provided to note outcomes. An action log template is also provided to record actions from all of your Impact conversations for a specific intervention in one place. A worked example is provided to show you what completed guides and action log might look like.

Think carefully about editing or deleting questions. Each has been carefully selected based on evidence about factors that enable learning to drive business value.

Read through this tool fully before using it for the first time.

Step 1. Prepare for the conversation

Conversation Guide A: Before a learning intervention

<p>Conversation timing</p>	<ol style="list-style-type: none"> 1. After you conduct your needs analysis 2. After your learning intervention has been drafted 3. Before you finalise design and prepare to rollout the intervention
<p>Conversation purpose</p>	<p>To ensure that:</p> <ul style="list-style-type: none"> ○ Your intervention is designed to support participants to take action in their work ○ Managers are ready to support their teams to take action ○ You have a plan to gather data and feedback to review learning and impact
<p>Who to include</p>	<ul style="list-style-type: none"> ○ Manager(s) of participants ○ Learning designer
<p>Conversation preparation</p>	<ol style="list-style-type: none"> 1. Gather and review the following documents, and have them available to reference during the conversation: <ul style="list-style-type: none"> ○ Needs analysis (or supporting data) ○ Intervention design ○ Launch plan (if it has already been prepared) 2. Ensure that you have current performance data for business metrics that the solution is targeting. These are identified in your Needs Analysis tool.
<p>Supporting tools from the Emerging Stronger Toolkit</p>	<ul style="list-style-type: none"> ○ Needs Analysis tool ○ Communication Launch tool

Step 2. Have the conversation

Conversation Guide A: Before a learning intervention

Questions to explore improving impact by supporting participants to take action and enabling manager support	Outcomes/Decisions Record all actions in the action log
<p>Evaluating progress against business metrics</p> <ul style="list-style-type: none"> ○ What business metrics are we going to use to monitor impact? (refer to Needs Analysis tool) Have we identified current performance (i.e. baseline) and set target performance against these metrics? When and how will we gather and review performance data? 	
<p>Supporting participants to take action in their work</p> <ul style="list-style-type: none"> ○ How are the practice activities relevant and realistic? ○ How could the solution make better use of opportunities for people to learn on the job? ○ What resources will individuals be able to access to support their performance as they work? How will we make them easy to find and access? 	
<p>Enabling managers to support their teams</p> <ul style="list-style-type: none"> ○ When and how will managers discuss the outcomes and application with team members? What information and resources will they need to do this? ○ How will managers support their team to learn and apply their learning? (e.g. Power Hour tool) ○ What resources do managers have/need to support their team? ○ What are the potential barriers for team members to learn and take action, and how can these be addressed? ○ How will we gather data about improvement of participant knowledge and skills? How will we gather feedback from participants on what is helping or hindering them to learn and apply what they learn to their work? (e.g. short group debrief sessions, survey) ○ Who will prepare the communication launch plan and when will it be prepared? (Refer to Communication Plan Launch tool) 	

Step I. Prepare for the conversation

Conversation Guide B: During a learning intervention

<p>Conversation timing</p>	<p>The timing of this conversation depends on the duration and complexity of the learning intervention. Where completion time is short (e.g. 2-3 days) and/or the intervention is simple, consider moving straight to 'After a Learning Intervention' conversation</p>
<p>Conversation purpose</p>	<p>To review participant progress To review and support participant learning and action in their work To review the impact of the intervention to date (if enough time has passed) and identify adjustments</p>
<p>Who to include</p>	<ul style="list-style-type: none"> ○ Manager(s) of learning solution participants ○ Learning solution designer ○ Facilitator (if relevant) ○ Subject Matter Expert (if relevant)
<p>Conversation Preparation</p>	<ol style="list-style-type: none"> 1. Review the action log. Follow-up the status of any open actions and update the log 2. Learning data. Gather and review any learning data and participant feedback that is available e.g.: <ul style="list-style-type: none"> ○ Activity data (e.g. attendance) ○ Engagement data (e.g. content access/views/completions) ○ Participant learning (e.g. knowledge and competency checks) ○ Participant feedback on what is helping and hindering them to learn and apply their learning 3. Business data (for interventions of longer duration). Performance data for business metrics that the intervention is targeting. Refer to the baseline data and most current data 4. Bring a copy of the communication launch plan to the conversation
<p>Supporting tools from the Emerging Stronger Toolkit</p>	<ul style="list-style-type: none"> ○ Needs Analysis tool ○ Communication Plan Launch tool ○ Power Hour tool

Step 2. Have the conversation

Conversation Guide B: During a learning intervention

Questions to review progress and participant support (for longer and/or more complex learning interventions)	Outcomes/Decisions Record all actions in the action log
<p>Supporting participants to take action in their work</p> <ul style="list-style-type: none"> ○ What conversations has the manager had with their team members about the intervention? What have they heard or observed regarding participant learning, behaviour or performance? ○ To what extent are participant knowledge and skills improving? (What does the data say? What do the facilitators say?) ○ What is helping participants to learn and take action? (*Refer to guidance below) ○ What might be hindering participants to learn and take action? (*Refer to guidance below) <p>* Guidance for two questions above: Look at your data and what participants and facilitators are saying. Also consider factors such as:</p> <ul style="list-style-type: none"> ○ Learning materials and content ○ Practice opportunities ○ Feedback to participants on their progress ○ Peer interaction and support ○ Resources they can access and use on the job ○ Aspects of the work itself or the workplace environment 	
<p>Enabling managers to support their teams</p> <ul style="list-style-type: none"> ○ How will the manager support their team members to take action? Do they have all the resources they need? Has a Power Hour been planned? (Refer to Power Hour tool) 	
<p>Evaluating progress against business metrics</p> <ul style="list-style-type: none"> ○ How does current performance on business metrics compare to baseline and target levels? How might the learning be impacting performance? What else is happening that might be impacting performance? 	

Step I. Prepare for the conversation

Conversation Guide C: After a learning intervention

<p>Conversation timing</p>	<p>This conversation should be conducted at the end of delivery/participant completion of the intervention. A sub-set of the conversation questions can also be used for a final review of impact 6-8 weeks after completion of the intervention</p>
<p>Conversation purpose</p>	<p>To review participant learning outcomes To identify how to improve support to participants to take action in their work To review intervention impact to date and identify how to improve impact To identify improvements for future cohorts participating in the intervention</p>
<p>Who to include</p>	<ul style="list-style-type: none"> ○ Manager(s) of participants ○ Learning designer ○ Facilitator (if relevant) ○ Subject Matter Expert (if relevant)
<p>Conversation preparation</p>	<ol style="list-style-type: none"> 1. Review the action log. Follow-up the status of any open actions and update the log 2. Learning data. Gather and review any learning data and participant feedback that is available e.g.: <ul style="list-style-type: none"> ○ Activity data (e.g. attendance) ○ Engagement data (e.g. content access/views/completions) ○ Participant learning (e.g. knowledge and competency checks) ○ Participant feedback on learning effectiveness (e.g. relevance, comprehension, practice, motivation to apply) 3. Business data. Performance data for business metrics that the intervention is targeting. Refer to the baseline data and current data
<p>Supporting Tools from the Emerging Stronger Toolkit</p>	<ul style="list-style-type: none"> ○ Needs Analysis tool ○ Power Hour tool

Step 2. Have the conversation

Conversation Guide C: After a learning intervention

Questions to explore participant support, outcomes and impact, and identify improvements for future cohorts.	Outcomes/Decisions Record all actions in the action log
Evaluating progress against business metrics	
<ul style="list-style-type: none"> How does current performance on business metrics compare to baseline and target levels? How might the learning have impacted performance? What else has happened that might have impacted performance? 	
Supporting participants to take action in their work	
<ul style="list-style-type: none"> What conversations has the manager had with their team members since our last Improving Impact conversation? What have they heard or observed regarding changes to participant learning, behaviour or performance? Are participant knowledge and skills at the required level? (What does the data say? What do the facilitators say?) What action, if any, is required to close gaps? What is helping participants to learn and take action? (*Refer to guidance below) What might be hindering participants to learn and take action? (*Refer to guidance below) <p>Guidance for two questions above:</p> <ul style="list-style-type: none"> Look at your data and what participants and facilitators are saying. Also consider factors such as: <ul style="list-style-type: none"> Learning materials and content Practice opportunities Feedback to participants on their progress Peer interaction and support Resources they can access and use on the job Aspects of the work itself or the workplace environment What are the barriers limiting team members taking action, and how can these be addressed? 	
Enabling managers to support their teams	
<ul style="list-style-type: none"> How is the manager supporting their teams to apply their learning? Has a Power Hour been done? Are any planned? (Refer to Power Hour tool) What is working well? What else could they do? 	
Improving the intervention for future cohorts	
<ul style="list-style-type: none"> For future cohorts completing this program what should we start/stop/continue? 	

Improving Impact - Action Log

Name	Action	Assigned to	Target completion date	Status

Advanced

If you would like to explore more advanced approaches to evaluation to supplement the Improving Impact conversations we recommend looking at:

- What is Learning Evaluation
<https://www.watershedlrs.com/blog/learning-evaluation/what-is-learning-evaluation/>
- This series of articles by Watershed provides an introduction to the following evaluation models:
 - Kirkpatrick Learning Evaluation Model
 - Kaufman Learning Evaluation Levels
 - Brinkerhoff Learning Evaluation Method
 - Anderson Model for Learning Evaluation
 - Phillips Model for Learning Evaluation
 - Learning Evaluation & Pheromone Analytics

The Charity Learning Consortium

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